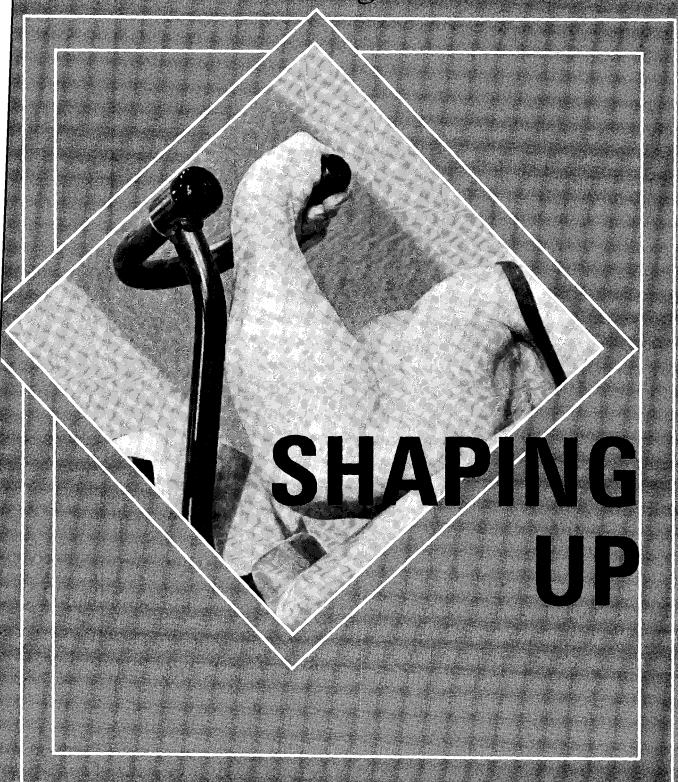
# Entrologee Corvices Management HEALTH AND EDUCATION

RNAL OF EMPLOYEE RECREATION &



# SERVICES & ACTIVITIES

#### **Purpose**

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

# Services and Activities

**EMPLOYEE SERVICES MAN- AGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to EM-PLOYEE SERVICES MANAGE-MENT, Keynotes, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Contests**—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Free Clerical Services**—Provided by NESRA for intra-membership communication.

**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Re- ports**—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

# Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

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The National Employee Services and Recreation Association. NESRA. (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Employee Services Management is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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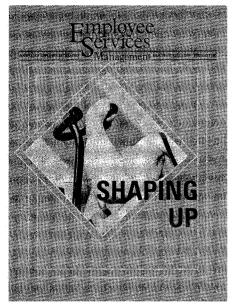
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#### In This Issue . . .



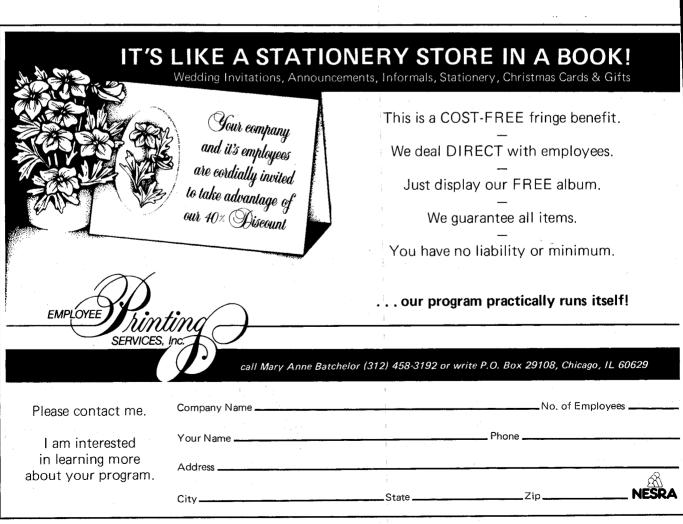
This month, NESRA's primary medium has one emphatic message fitness and health is serious business. Fitness has greatly surpassed the longevity of a mere fad. Without a doubt, fitness and health is here to stay.

And the commitment to fitness and health is staying alive in every sector of society—from the corporate giants to John Q. Public. Now more than ever, companies are finding that fitness is simply good business. And that's the theme of the articles, "Fitness and Health: The GTE Commitment," by Jerome Cristina, Health Fitness Manager, General Telephone Company of Florida on page 10 and "State of the Art: Physical Fitness in Corporations," by Jane E. Kaufman, Temple University on page 8.

Our cover story, "Shaping Up," on page 16, surveys the trends in the fitness equipment which has made physical conditioning a way of life.

"Mr. Aerobics Shifts Gears," on page 13. "Moderation" is the latest chant of the father of aerobics, Dr. Kenneth H. Cooper.

Yet employees in the corporate fitness center aren't the only ones who aim for fitness. Drama lovers in companies such as Goodyear and Brookhaven Lab step "On Stage" (page 20) to regularly keep theatrically fit.



# Employee Services JOURNAL OF EMPLOYEE RECREATION Management HEALTH AND EDUCATION

#### February 1983 • Volume 26 • No. 1

#### **Features** STATE OF THE ART: PHYSICAL FITNESS IN CORPORATIONS 8 by Jane E. Kaufman, Department of Recreation and Leisure Studies, Temple University FITNESS AND HEALTH: THE GTE COMMITMENT 10 by Jerome Cristina, Health Fitness Manager, General Telephone Company of Florida MR. AEROBICS SHIFTS GEARS -an interview with the father of aerobics, Dr. Kenneth H. Cooper 13 16 SHAPING UP by Kimberly A. Thomas ON STAGE by Kimberly A. Thomas 20 **Columns** THE NESRA PRESIDENT WOULD LIKE A WORD WITH YOU . . . about 23 another trend: sharing by Stephen W. Edgerton, CESRA 25 FITNESS AND HEALTH BULLETIN by Richard M. Brown, CESRA IDEAS CLINIC by Melvin C. Byers, CESRA 28 **Departments NEWS IN BRIEF** 5 **NESRA NEWS** 7 NAMES IN THE NEWS NESRA CALENDAR/AD INDEX COVER III





Journal of the National Employee Services and Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee services, recreation and fitness programs are essential to effective personnel management.

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## NEWS IN BRIEF

#### tudy Reveals Most Imployees Unhappy Vith Their Firms

new survey of American workers ndicates employees are more unappy with their companies than with neir jobs, reported a recent issue of the *Chicago Tribune*, and middle nanagement is disenchanted to a point that it poses a serious threat o productivity.

"Today, of the seven job classiications studied—managers, supervisors, professionals, technicians, and sales, clerical and hourly workers—most appear to be more unhappy with their companies than with their jobs," the Opinion Research Corporation said.

The study was prepared for a conference of corporate officials by the Princeton, N.J.-based company, a subsidiary of Arthur D. Little Inc.

The report said white-collar, middle-management "disenchantment" with its superiors now has joined the more widely known "blue collar blues" as a problem for bosses and "poses a serious threat to reviving sagging productivity and boosting bottom-line performance in the 1980s."

"Today, we see 69 percent of middle management complaining of eroding authority, of seeing too many decisions made 'at the top' that up to a year ago were made by them, at their level, and, worse, now made by people they say are unfamiliar with the particular problem," said William Schieman, a vice president of the survey firm.

"They [middle management] clearly resent what they perceive as a front office retreat to the 1950s, to the 'closed door' syndrome," he said. "For the first time, we see fewer than half the managers having good things to say about their companies."

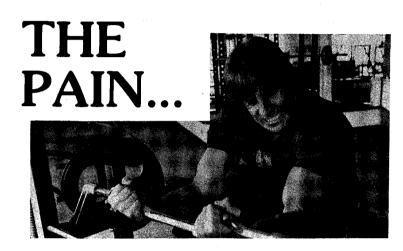
Schieman said that more than

ever, managers are talking about job security and grumbling about lack of appreciation or rewards for loyalty and hard work.

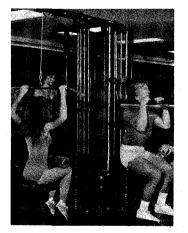
"On these and other key workplace issues, their attitudes seem to parallel similar views held by clerical and hourly workers," he said.

Another key finding, Schieman said, is that almost two-thirds of middle management mention stress and burnout as an issue, citing pres-

(continued on following page)



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#### **NEWS IN BRIEF**

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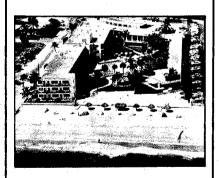
sure from on high along with an increasing pace and complexity and intensity in doing business today.

Schieman said these workers say they miss a sense of accomplishment that once made their company a good place to work.

Other findings of the survey included:

- Fewer than 63 percent of all workers gave their firms high scores for providing job security, down from 75 percent 10 years ago.
- Fifty percent say lack of corporate communication within the organization is a "root cause" of sagging morale and declining productivity, and 70 percent believe management has lost touch with the rank and file worker.
- Nearly 75 percent of lower echelon workers see little correlation between job performance and eco-

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nomic reward, and 53 percent believe they see "inequities" in compensation.

"A majority of American workers now come to work each day believing their wages and pay increases to be 'unfair,' " Schieman said. "They now question one of the most basic assumptions, that the harder and better you work, the faster you'll get ahead."

#### California and Quebec Events Head 1983 "The Top 100" List

The New Year's Day spectacular in California and a Canadian event for participants as well as for spectators head "The Top 100" list of North America's prime tourism attractions for 1983.

Ranked No. 1 in the overall selections in their respective countries was the Tournament of Roses Parade, held in Pasadena, California, on January 1, and the Quebec Winter Carnival to be held in Quebec City on February 9–13.

"The Top 100" is an annual compilation of the American Bus Association and is based on entries submitted by tourism directors of the 48 contiguous states and the 10 provinces of Canada.

Association President Norman Sherlock explained that the events are chosen with a particular view to their accessibility and interest appeal to bus charter and tour groups.

"Many of these attractions have achieved international stature," Sherlock said, "while the recognition for others has been more regional. But they share an essential characteristic—a high degree of professionalism and reputation for hospitality."

# Recreation in the U.S. and Pennsylvania: Economically Significant

Leisure is one of the fastest growing sectors of the national economy, having increased 47% over the past 16 years, revealed a study conducted by the Pennsylvania Bureau of Environmental Planning.

Entitled, The Economic Significance of Recreation in Pennsylva nia, the study was designed to provide an overview of the role and magnitude of the leisure and recreation industries in the economy of Pennsylvania.

Leisure expenditures in Pennsylvania for 1981 have been estimated to be \$11.8 billion or 12.6% of Pennsylvanians' total personal consumption dollars, a figure exceeded only by expenditures for housing and food.

The study showed the investments being made in recreation resources by both the public and private sectors further illustrates the magnitude of the recreation industry in the state's economy. Over the past twenty years, state and local government agencies have invested more than \$860 million in public recreation areas and facilities throughout the Commonwealth. In addition, the number of private facilities has also expanded to accommodate the increasing demands for recreation facilities and services.

These additional resource investments have generated increased expenditures by participants. Based on participation data at public and private facilities, it is estimated that \$2.4 billion of the outdoor recreation expenditures were generated through participation at public facilities in 1981 and \$3.1 billion at private facilities. In the next 10 years these figures are projected to grow at a rate (in real dollars) of 17% at public areas and 20% at private facilities.

Estimates of employment in all types of recreation and leisure related jobs in Pennsylvania show that approximately 415,945 persons rely on the leisure industry for employment. This represents over 8.4% of Pennsylvania's employed persons. The annual payroll related to leisure industries is estimated to be \$5.3 billion.

Finally, this study indicates the importance of the recreation and leisure industry as a generator of public income through taxes. At the fed-

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## NESRA NEWS

ne-hundred and fifty people parcipated in the recent Metroplex Recreation Council Mini-Conference and Exhibit held at the Dunfey Hotel in Dallas, Texas.

Held in November, the conference featured 25 exhibits and a pecial program entitled "It's Not All Fun and Games," presented by Ronald D. Willard, General Manager of the United States Automobile Association (U.S.A.A.) Fitness and Recreation Center in San Antonio, Texas. Willard, a NESRA region director, presented a 45-minute slide-show and lecture detailing the employee programs, facilities and history of operation of the U.S.A.A. Fitness and Recreation Center. Following Willard's address was a question and answer session which provided participants with information on budgeting, programming and gaining management support.

The Metroplex Recreation Council serves industrial recreation and employee services in the Dallas/Ft. Worth area.

## NAMES IN THE NEWS

#### **Career Moves**

James G. Battersby recently accepted the position of Executive Director of the Lockheed Employees Recreation Association. Prior to this appointment, he served the City of Oakland Office of Parks and Recreation as Division Chief of Sports and Aquatics. Battersby has been responsible for the modernization

and construction efforts at Oakland pools and athletic facilities, the formation of an Industrial Recreation Council in Anchorage, Alaska and the development of a Youth Baseball Corporation in Oakland which has enhanced that program some 300%.

Battersby is nationally recognized for his industrial recreation contributions and is well-known for his efforts in the California Parks and Recreation Society as a trainer and facilitator at numerous local and statewide conferences. He was honored in 1978 as District III's Professional of the Year and has received recognition as an Outstanding Young Man of America. He is also one of the originators of the State Supervisors Action.

Battersby's new responsibility will include administrating a complete Employee Services Program for over 21,000 employees at the Lockheed Sunnyvale location. He assumed his new assignment December 13, 1982.



# State of the Art: Physical Fitness in Corporations

by Jane E. Kaufman, Temple University

Every year, premature deaths cost American industry more than \$25 billion, and 132 million workdays of lost production.

Physical fitness programs are gaining increasing popularity and significance in the corporate sector. Currently in the United States, approximately five hundred companies have established some type of fitness program. Numerous factors can be cited for this trend. The most significant include the economic rationale for the provision of physical fitness programs in the workplace and the noted benefits of improved morale and work performance.

#### he economic rationale

When examining the costs for insurance premiums, workmen's compensation payments and loss of personnel through early death, physical fitness programs make good economic sense. It is estimated that \$1 billion a year is paid for workmen's compensation, including \$50 million for cardiovascular disease and \$225 million for backaches.2 Every year, premature deaths cost American industry more than \$25 billion, and 132 million workdays of lost production, according to Richard Keelor, a member of the President's Council on Physical Fitness and Sports. Heart disease alone, which exercise can help prevent, accounts for 52 million of those lost workdays.

Additionally, the cost of placement and training of management personnel has been estimated at \$50,000.3 By keeping management personnel alive and functioning longer, it would seem that much company money could be saved. Many large insurance companies have recognized the need for such health promotion programs within the workplace. They have encouraged programs by providing consultants, sponsoring programs and even by lowering group insurance premium rates for firms with fitness programs.

Physical fitness programs also provide the company with economic benefits through the reduction of employee absenteeism. Numerous studies, conducted worldwide, seem to substantiate this.

Researchers in the Soviet Union have found many favorable effects of industrial fitness programs, including increased work capacity, improved motor coordination, less doctor visitations, lower morbidity (22.5% compared to 60% for inactive workers), shorter illness duration and less relapses.<sup>4</sup> These all add up to a more productive work day for the employee, which in turn, increases the profit of the employer.

A study conducted in West Germany also indicates the reduction of absenteeism as a result of a fitness program. After participation in a physical fitness program, workers with cardiovascular symptoms had a reduction of absenteeism by 68.6%.5 Similarly, the Goodyear Company, located in Norrkoping,



**About the Author** 

Jane E. Kaufman is currently a Teaching Associate in the Department of Recreation and Leisure Studies at Temple University, Philadelphia, Pennsylvania. She also is a doctoral candidate within the same department.

weden, had a decrease in absenceism of nearly 50% after an emoyee fitness program was begun. Another study conducted in Canda in 1972 compared absences of n exercise and non-exercise group. The study revealed that during six nonths before the program started, ne difference in the average number of sick days per person between he groups was 1.08 days. As it coninued, the exercise group missed an average of 2.48 days compared to the 4.38 days missed by the nonexercisers.6

## mproving performance and morale

Improvements in morale and work performance are other noted benefits of employee physical fitness programs. In 1968, NASA conducted a study to examine the effects of physical fitness programs in American business and industry. The study concluded that "those who remained in the program improved their work performance and held more positive attitudes about their jobs."

Another study examined men between the ages of 45–54 after 18 months' participation in either an exercise program or a control group. After the experiment, 60% of the 108 participants indicated that they noticed that the program had a significant and positive effect on their work performance. Only about 3% of the 80 men in the control group reported such improvement.8

Numerous researchers in the U.S.S.R. have indicated that the employee who exercises regularly demonstrates a better work performance. Athletic workers have been found to have an output of 2–5% higher than those who are not athletic.

# eys to motivation and retention

Employers are not the only group who benefit from employee participation in physical fitness programs; the employees themselves benefit greatly. Fitness programs lower the risk of premature death, encourage a positive self-image and increase the participants ability to work and play. The key to realizing these benefits lies in the successful motivation and retention of fitness program participants.

One method used to motivate and retain employees in fitness programs is through the use of incentives. Microcomputer Ventures, Inc., a small company with five employees, has organized a system of monetary bonuses for physical achievement. Based on certain minimum exercise requirements, points are earned. When the employee achieves the required amount of points, a small monetary award is given. After 29 weeks, physical activity increased by 33% and the average weight loss was 13 pounds.

With the incentive program cost averaging \$27.00 per week, the company president felt that the cost was small "considering the increase in MVI productivity achieved by healthier, more energetic employees."9

Another company, Davidson Louisiana, Inc., uses a similar type of incentive program with their fitness participants. Their bonus, though, is credit toward expense-paid vacations. With a chance for a free trip to Rome or Mexico, participants are reluctant to drop-out. Eighty percent of the company employees choose to join the program with 80% of the participants qualifying for the free vacation.

There are many other types of incentives which can be employed when designing an employee fitness program. Enhancing the social aspect of the program can yield positive results. Programs should be planned for group participation in order to support social development.

# Sponsoring a fitness program

Employee fitness programs vary considerably in patterns of sponsorship. Four different methods are available by which to offer programs and provide facilities.

(continued on page 26)

Numerous researchers in the U.S.S.R. have also found that the employee who exercises regularly demonstrates a better work performance. Athletic workers have been found to have an output of 2-5% higher than those who are not athletic.







For \$2 a week, GTE employees can take an active role in maintaining fitness and health. (Top left) Vice President of Human Resources, Marv Meyer improves his cardiovascular endurance on a treadmill as (top right) another GTE employee loads her caloric consumption information into the computer after improving her aerobic capacity at an aerobic dance class (bottom left).

# Fitness and Health: The GTE Commitment

by Jerome Cristina, Health Fitness Manager, General Telephone Company of Florida

In recent years, the realization that improved levels of health and fitness have an important impact upon the quality, and perhaps the quantity, of life has led business, industry, education and government to take an active role in wellness and health promotion.

Research has clearly demonstrated the beneficial effects of physical activity on aerobic capacity or cardiovascular endurance. Exercise workloads have been quantified in terms of intensity, frequency and duration required to attain and maintain improved levels of physical fitness.

If exercise programs are overly intense; that is, if they require excessive time involvement or are inconvenient, then the likelihood that people will voluntarily make exercise a regular part of their lifestyle is questionable at best. This particularly characterizes that segment of population which has led a relatively inactive lifestyle over a period of several years or more.

The goal of the General Telephone Company of Florida (GTE), is to encourage employees to make significant changes in their lifestyles which include the addition of regular exercise, the ability to deal with stress more effectively and the attentiveness to nutritional practices. In order for these changes to occur, however, one essential ingredient must be present in the health promotional package—education.

GTE employees receive health and fitness education through workshops, seminars, fitness testing and self-awareness.

To educate employees about the fundamentals of cardiopulmonary rescuscitation, CPR classes are made available to them and their family members on a regular basis.

Also offered regularly are nutrition awareness workshops designed to provide GTE employees with the realities of nutrition. In the workshops strict dieting is not encouraged; rather, the emphasis is on the establishment of proper eating practices based upon the recommended percentages of fats, proteins and carbohydrates in the total diet. Metabolic needs, fad diets and vitamin/mineral information are also addressed in these workshops.

Other workshops offered as a part of the overall health maintenance plan developed by GTE include: stress management, smoking cessation, metabolic calculations, healthy-back practices and numerous on-going aerobics and rhythmic movement classes.

Although most of the workshops and classes conducted in-house by members of the GTE health fitness staff, some programs require the use of both outside experts and outside facilities.

An important part of the company's effort to help employees is the Employee Assistance and Referral Service (EARS). EARS aims to help employees who are troubled by personal problems which may affect their psychological or physical health and their job performance. This service makes available outside, professional assistance for marital, financial, legal, drug, alcohol or other personal problems which employees and their families may be encountering.

(continued on page 29)



GTE fitness evaluations include blood pressure monitoring.

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# Dr. Kenneth H. Cooper

# Mr. Aerobics Shifts Gears

#### a candid interview with the father of aerobic exercise

U.S. Marines are being sent to a foreign land, significant national elections are being held, political and spiritual leaders are routinely being shot at, teachers are going out on strike all over, young men are opting out of the Selective Service process and are being imprisoned for it.

The year is 1968.

And quietly tucked in amidst all this upheaval and turmoil is the publication of a little book by a young military doctor, a book about exercise that calls for an "aerobic revolution"—whatever that means—and for a healthier America.

Today, when Kenneth H. Cooper, M.D., opens his Dallas morning papers, 15 years later, it looks at first glance like the same old crazy world. But now, when he gazes out his window, Dr. Cooper can see more people running for health and fitness than ever before. And he can't get through a day without having the word "aerobics"—a term he made a household word but could not legally patent or copyright—jumping out at him from book jackets and record covers and health-club bill-boards and daytime TV programs.

He and his research colleagues at the Aerobics Center in Dallas can take a good measure of credit for this exercise explosion and, perhaps, for a good chunk of the decrease in coronary deaths in America over the past decade. Everybody you talk to these days is "into" aerobics, from the corner grocery clerk to Jane Fonda, and they all think that aerobics, especially running, is

the answer to living longer, feeling better and looking younger.

Everybody, that is, except Dr. Cooper himself. It's not that, after driving full speed down the aerobics road for a decade and a half, he's changed his mind and stepped on the brakes. It's more like he's downshifted and is pulling out the road map for a better idea of his exact location.

"As we become more knowledgeable in this field," Dr. Cooper told *EFN*, "we find that exercise is great but not the panacea. I think I made the mistake in the past of saying that exercise can overcome many if not all of the deleterious effects of diet and lifestyle. I believe now that the person who is excessively overweight, smoking two packs of cigarettes a day, but running five miles a day, five days a week, is in reality doing himself very little good, and in fact may be doing himself a great deal of harm.

"So, what I've tried to do in my new book [The Aerobics Program for Total Well-Being, M. Evans and Co., 1982] is to try to bring forward the importance of the total wellness program, including 1) proper diet and weight, 2) proper exercise, 3) the control of cigarette smoking, 4) alcohol and drug control, and 5) stress management.

"A lot of things that were postulated as theories in 1968 have later been proved as fact. There still isn't much change in our exercise recommendations, but on top of that is

(continued on following page)

"As we become more knowledgeable in this field, we find that exercise is great, but not the panacea."

-Dr. Kenneth H. Cooper

(this article reprinted with permission from the Executive Fitness Newsletter.)

#### MR. AEROBICS

(continued from previous page)

the importance of having the total wellness program, not just exercise."

Dr. Cooper's new book exhibits a more ecumenical and open-minded attitude, a broadening and maturing of his views—something he readily admits. "The readers of my previous books will be surprised to see that we're recommending moderation now. We're not recommending abstinence or strict programs of diet or exercise. What we're trying to do is to recommend realistic programs. moderate in nature, that can give us results that we need. You certainly don't have to run marathons to get a change in your HDL cholesterol. And you certainly don't have to lose down to 10 percent body fat to get a nice change in coronary risk factors."

In fact, Dr. Cooper actually believes that many people are hurting themselves by running too much. "If you are running more than three miles a day, five days a week, you are running for something other than fitness," he says; those other things might be training for competition, for instance, or showing off, or ego boosting, or some mistaken idea that if something is good, more is better.

Dr. Cooper believes that a satisfactory pace for running is 10 minutes per mile, and that a person won't benefit if he or she runs fewer than two of them a day, four times a week. On the other hand, running more than three miles a day, five times a week, can do you harm.

"I'm convinced now," Dr. Cooper told us, "that if a person wants to continue for the rest of his or her life involved in a good aerobic-type program, he or she has to stay within those limits. If they run any more than that, they start breaking down. It can not only cause musculo-skeletal problems, but it will eventually terminate the exercise program."

"I'm now in my twenty-second year

of running," said the 51-year-old, 6'1", 170 pound Cooper, "and have really had minimal musculoskeletal problems over the years. My customary distance will average over a year at around 60 miles a month. That's 15 miles a week. That's the upper limit, and the only reason I stay at that level is because periodically I do participate in a semicompetitive-type event."

It's possible that running, for any number of reasons, just might not be your cup of physicality. That's perfectly all right, says Dr. Cooper—running isn't the best aerobic exercise anyway. In a list of activities that encourage the body to improve its ability to handle and distribute oxygen—in other words, activities that increase aerobic capacity—running shows up third in the top five. Number one is cross-country skiing, followed by swimming, jogging or running, outdoor cycling and walking.

Aerobic dancing, all the craze nowadays, is *not* one of Dr. Cooper's favorite aerobic activities. One reason might be that he is just a tad bitter at the overuse and/or misuse of the term aerobics. "People have plagiarized it," he said, angrily. "They've used it in various and sundry ways... mostly without my endorsement or support. But as long as it's not causing any harm, I say more power to them."

The problem is some so-called aerobics programs might be causing harm, he suggested, and that's really why he's down on them. "Some of the records and so on that have been coming out are not really sophisticated in their approach. Also, they recommend high-intensity activities at the very beginning of the program, and that potentially could be harmful. Not being properly supervised or not going through a proper preliminary beginner's program can be dangerous. Also, with aerobic dancing, two women can go through the same program following the same leader, and one puts twice the energy into the program than the one next to her. That's what makes aerobic dancing so difficult to quantify."

Weight training, which is not an aerobic form of exercise and actually reduces aerobic capacity, can be made aerobic by keeping the weight load down to about 65 percent of max and performing a higher number of reps—at a rate of at least 12 a minute. If you follow a routine of 30 seconds of activity/30 seconds of rest/30 seconds of activity for 10 minutes, twice a day, four times a week, you can get a slight increase in your aerobic capacity. And if you don't rest in between activities, the increase is even more significant.

"There are anaerobic components to almost any aerobic exercise," explained Dr. Cooper. "As a result, it's usually essential for those who are engaged in aerobic sports like running, swimming or racquetball to supplement their basic endurance training with strength and muscle building."

Beyond exercise, though, lie Dr. Cooper's newer, wider-ranging concerns-a person's emotional and spiritual well-being, among others. Nutrition and weight control, however, seem to have become two of his chief considerations. He espouses a 50-20-30 balance in eating (50 percent of calories from complex carbohydrates, 20 percent from protein sources, 30 percent from fat). "Whether you want to lose weight or maintain your present poundage, this 50-20-30 percent distribution of the three food types is the most fundamental principle for establishing the proper equilibrium in your personal program, to enable you to keep a high energy level."

He also promotes a 25-50-25 consumption pattern; that is, 25 percent of your daily food intake at breakfast, 50 percent at lunch and 25 percent at dinner.

"I am convinced," Dr. Cooper writes, "that if you consume the largest proportion of your calories before 1 p.m., you will have less of a problem controlling your weight than if you consume the same number of calories after 1 p.m."

To keep weight down, you should do your aerobic exercise no earlier

(continued on page 31)

# Know us by the companies we keep



The National Employee Services and Recreation Association is known by the companies it keeps-year after year. Over 2,200

members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world. provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership. NESRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

#### POLAROID CORPORATION

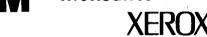
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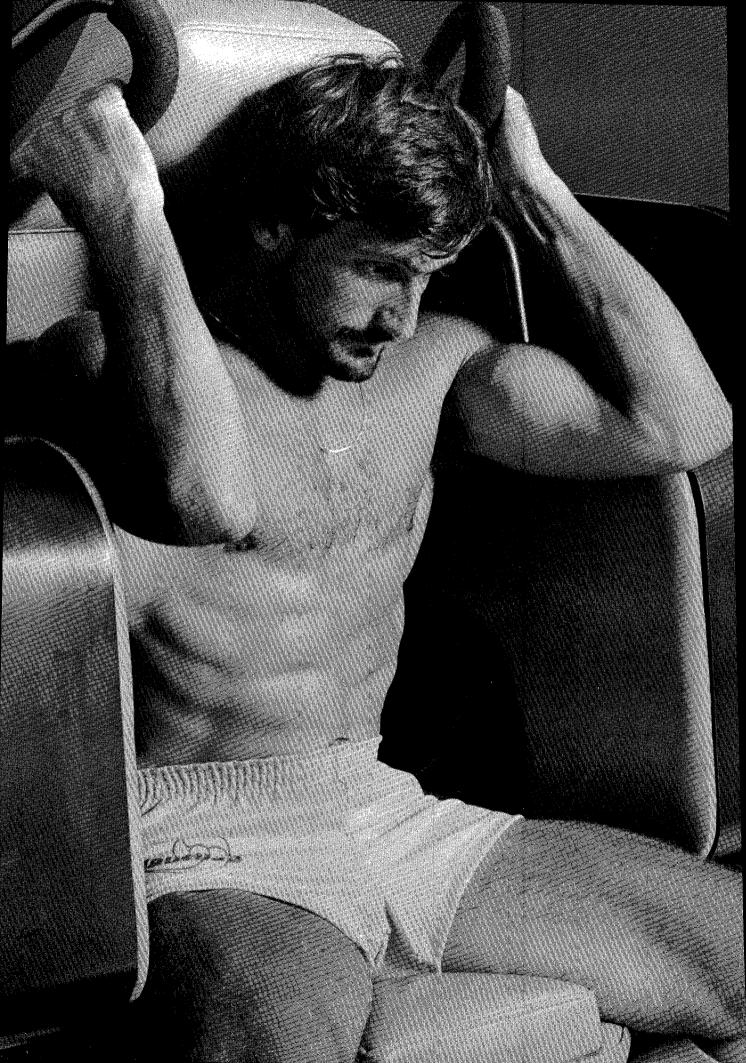












Man and machine. Their symbiotic relationship is carrying human potential to heights never dared imagined...

Life, as we know it, would no doubt be markedly different were it not for machines. Cities would be non-existent; commuting, meaningless; and the mass production-of anything-would sound like mere science fiction.

Ever since the dawn of civilization, man has sought to improve his condition with the aid of a machine. The wheel greatly improved travel and led to the modes of transportation that now assure life's fast pace. The simple telegraph paved the way for the sophisticated communication systems that have transformed this world into a global village. And perhaps it was the abacus that eventually inspired engineers to deliver calculators, and later hightechnology equipment, to an information-hungry public.

Yet, though the vast potential of machines goes unquestioned, many cannot help but wonder if society will degenerate under push-button

ease.

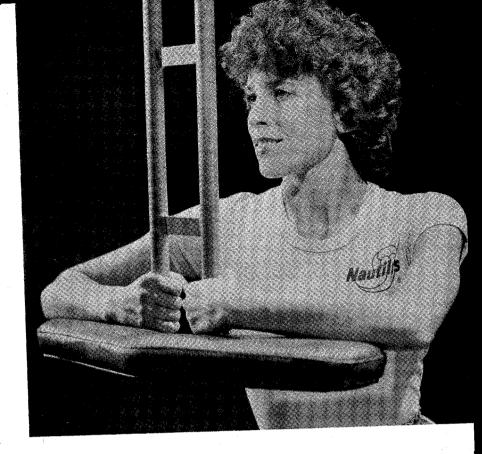
It could, but most likely, it won't. Machines cannot be singularly blamed for sparking the inactivity so apparent today. For the machines that created the sedentary jobs so prevalent in the job market, also offer the possibility of increased physical activity and exercise. Modern fitness machines can improve the strength, flexibility and cardiovascular and aerobic capacity of its users. Just as the computer enables man to begin tapping the long undiscovered potentials of the mind; similarly, modern fitness machines invite man to discover the great potentials of the body...

#### inding the right equipment

Ten years ago, the primary method of training and conditioning was with free weights. Athletes and fitness experts alike advocated the barbell as the tool for conditioning.

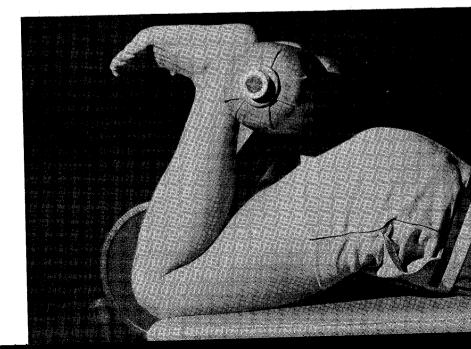
Today, however, in an age of

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# Shaping Up

by Kimberly A. Thomas



#### SHAPING UP

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growing sophistication, people are turning to more sophisticated tools for total conditioning-weight machines. The weight machines of the eighties not only can increase the strength of its user, but can also isolate individual muscles, increase flexibility and cardiovascular and aerobic capacity. In addition, the modern weight machines are less intimidating than free weights and. thus, more appealing to both men and women.

Just as the interest in working out has moved from a solely male interest to a co-ed commitment, so has the emphasis on fitness and health expanded by moving from the gymnasium to modern health clubs and corporate fitness centers.

Of course, many of the corporate fitness programs rising in response to the fitness and health trend require equipment for participants. Yet what exactly should a manager of a company fitness center look for in weight machines?

"Equipment which is tailor-made to your program needs," said David Stapf, Fitness and Recreation Supervisor, Ashland Oil, Inc. "We emphasize cardiovascular exercise at Ashland Oil and need equipment which allows that. And, because our employees cannot devote several hours daily to conditioning, we bought equipment that is easy to operate and safe."

Stapf also recommends that fitness directors check on the company selling the equipment to make sure the supplier will stand behind their name and readily service broken machines.

"Above all," said Stapf, "the machines must be durable. More than 100 employees workout at our facility daily and we can't afford lowquality merchandise."

Simplicity, durability, efficiency, safety and comfort are those qualities John Rath, Manager of Employee Fitness Programs, Frito-Lav. Inc., considers carefully when evaluating fitness equipment.

"The more complicated the equipment," noted Rath, "the more time both staff and fitness program participants will have to devote to orientation and usage of the machines. Simplicity can only be an asset when considering maintenance responsibility. The more parts included in a machine, the greater the possibility of breakdown.

And, for Rath, efficient equipment is the best way to total fitness in the corporate environment.

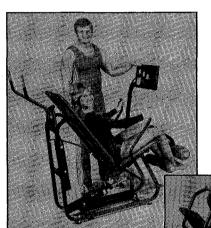
"By isolating specific muscles, the machines help develop the major muscle groups used in physical activity. And, when used properly, the machines provide a safe and efficient method of exercise-often in less than an hour and a half per week."

#### mnikinectics: coming of age

In 1967, a high school coach witnessed one of his athletes narrowly avoid personal injury when, while leg pressing 750 pounds, his feet slid off of the apparatus causing the weights to come crashing down on the young man.

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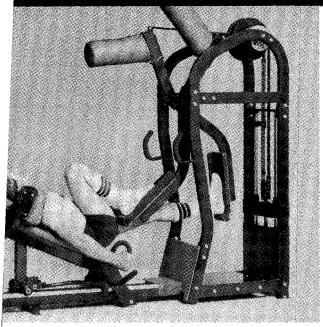
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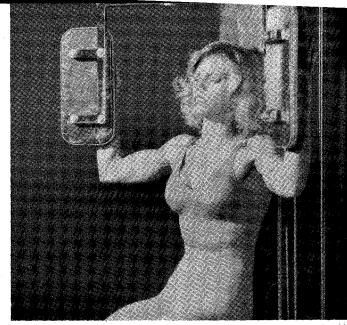
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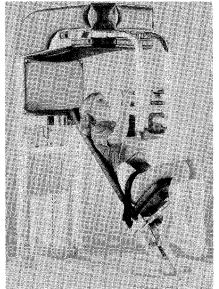
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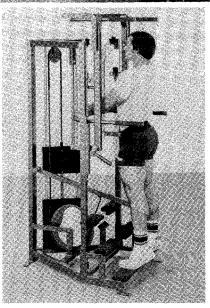








Man—and woman—and machine: together striving for the peak of physical perfection.



That frightening incident convinced the coach, Jerry D. Brentham of Belton, Texas, that there must be a safer conditioning method. He immediately began devoting weekends and evenings to a search for a safe and effective alternative.

Drawing upon his experience with hydraulic cylinders, Brentham began examining the feasibility of an hydraulic exercise machine which would provide the desired resistance without the danger of free weights.

The machine proved quite feasible and led to the design and development of 25 exercise machines used by both aspiring and professional athletes, corporate fitness centers, hospitals and therapy centers, military bases, police and fire departments, hotel chains, spas, health clubs and private citizens.

The machines, with the patented hydraulic cylinders, operate on the basis of omnikinectic training.

"Omnikinectics involve total dynamic accommodating resistive training; that is, a double accommodation to both the bicep and tricep muscles," explained Jack Mendel, Hydra-Fitness Vice President of Marketing. "Omnikinectics emphasizes concentric (positive) reciprocal muscle work and the resistance automatically and continuously adjusts to the strength and speed output of the user."

Hydra-Fitness equipment makes it possible to train isokinectically with the added improvement of progressive, self-accommodating variable speed and resistance. And, with the introduction of omnikinectics, training time and space requirements are practically cut in half.

"It doen't matter how strong you are," said Mendel, "our machines accommodate to your individual strength. Above all, anyone can use the equipment with assured safety."

In addition to safety, Hydra-Fitness also emphasizes information. Hydra-Fitness Industries is an official sponsor of the Presidential Sports Fitness Program and a source of information on health, exercise and nutrition to the President's Council on Physical Fitness and Sports.

Of course, moving through the eighties also requires keeping up with the lastest technology. In the spring, Hydra-Fitness will produce their first line of computerized machines.

"With these machines," said Tom Taylor, Hydra-Fitness Advertising Director, "information such as the

(continued on page 36)







Top and middle photos by Randy Hershey



# ON STAGE

#### by Kimberly A. Thomas

By day, they are humble Goodyear and Brookhaven Lab employees. By night, however, they call themselves "Charley's Aunt," "Harvey," "The King and I," and "The Odd Couple" while dazzling on-lookers with the echoes of laughter and "The Sound of Music" in such places as "Oklahoma" and the "South Pacific."

Their talents reflect the magic that is Hollywood and Broadway. Their roots, however, are traced to quitea-bit-off-Broadway: Akron, Ohio and Upton, New York to be exact.

Transforming the imaginary and make-believe into reality are Goodyear Tire and Rubber Company employees in Akron, Ohio and Brookhaven National Laboratory employees in Upton, New York who are involved in company-sponsored

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#### ON STAGE

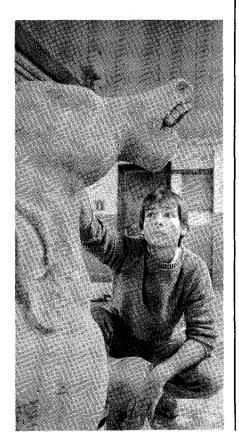
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theater programs. These part-time thesbians readily testify to the threedecade success of their companies' endorsement of drama.

For Goodyear and Brookhaven employees, drama programs give them creative outlets which are so often absent from their jobs. By releasing their dramatic talents and creative energies, they can bring the magic of some of the world's greatest scripts to life.

#### A sterling silver season

What began as the house for such employee groups as the Goodyear Greater Ministrels, the Goodyear Friars Club and the Goodyear Operetta Society is now celebrating its 25th theater season. The Goodyear Community Theatre's silver anniversary season opened in style as a cavalcade of limosines met a red carpet and doormen clad in great-



coats, white gloves and top hats on the November opening night of the Rodgers and Hammerstein musical classic, *Carousel*.

Today, the 1,447-seat theater is actively preparing for the February production of *The Butler Did It*, a new comedy thriller.

Since its dedication in 1920, the Goodyear Theatre has housed shows that run the gamut from the slap-stick vaudeville-type comedy of the Marx Brothers to the grace and elegance of the great Russian prima ballerina, Anna Pavlova dancing Swan Lake, reported the Goodyear newspaper, *The Wingfoot Clan*.

Al Jolson, one of the first stars of talking motion pictures took his show to the then-new Goodyear Theater. From this same stage, Harry Houdini amazed audiences by performing his great escapes and illusions.

Currently, the theater houses three productions a year which involve community members as well as Goodyear employees. In addition to Carousel, and The Butler Did It, other Goodyear productions have included: The King and I, (the theater's first show), Oklahoma, Kismet, Guys and Dolls, South Pacific, The Sound of Music, Pippin, The Miracle Worker, and Mousetrap.

The Goodyear Community Theatre seems to be all the world's stage. In addition to Goodyear employees, individuals within a hundred mile radius have travelled to Akron assuring Goodyear there is no shortage of actors and actresses. In fact, for last fall's production, Carousel, more than 200 singers, dancers and actors from ages 6 to 65 years, auditioned for the 50 available roles.

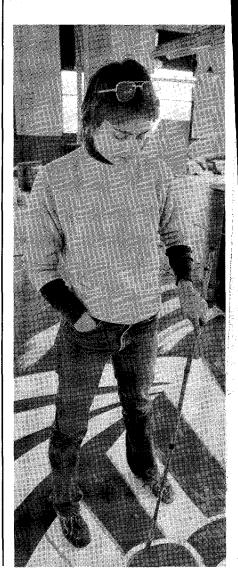
"Most people who perform in the Goodyear productions," explained

Bernie Watts, Goodyear Recreation Director," do aspire to act and have had some formal training. But it every production there are Good year employees, with avocations it drama and music, who can be found on stage."

More than 65 additional volunteers within the Goodyear company and community were recruited for behind-the-scenes roles in *Carousel*. Among their areas of expertise were: set designing and construction, costumes, make-up, props, tickets and publicity.

The Goodyear Community Theatre is organized under the Employee Activities Advisory Board. The theater's president is an elected Goodyear employee, while the board of

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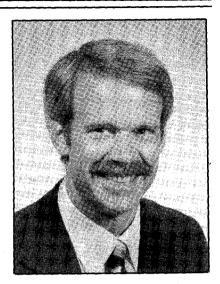


Transforming the stage into a 19th century New England town are two artists whose creations were part of the magic of Goodyear's "Carousel."

(photos by Donna Jennings)

# The NESRA President would like a word with you

# . . . about another trend: sharing



Stephen W. Edgerton, CESRA Xerox Corporation 1982–83 NESRA President

There are trends in physical fitness and health and trends in fitness equipment and facility design. And yet another trend exists that encompasses the full realm of fitness programs, recreation programs and employee services.

The trend I'm referring to is that of the company and the employee sharing the expense for *their* employee services program. Just as companies invite their employees to contribute to their standard benefit package, they ask employees to share the financial burdens of their employee service programs.

However, there are still a large number of corporations, generally those that have offered these services for years, that foot the entire cost. The total cost includes staff salaries, facilities and equipment maintenance, capital improvements and purchases and facility rental as well as officials/referees and instructors fees and activity-related equipment (such as bats, balls, first aid supplies). Many companies con-

tinue their programs in this tradition. However, the companies that are just starting employee services programs overwhelmingly ask the employees to share the cost of the program.

Generally, the way this contributory plan is handled is through an employee association. The company will agree to fund all, or a portion of staff salaries, maintenance of facilities and capital equipment purchases. The employee association then would be asked to pick up what I call direct activity costs. Again by my definition, these costs are those expenses related directly to an activity. For example, with an instructional activity, the association costs would include the instructor's fee, the instructor's out-ofpocket costs for materials for the program, and facility rental if necessary. The way an association meets their financial obligation is through the dollars employees contribute in the form of fees and charges for specific activities.

Companies that share their service programs with employees can

benefit from greater employee involvement and greater adherence to program schedules. A feeling of "I couldn't have done it alone," is then reflected by both the company and the employee.

There are also benefits to the company that are intangible, but nonetheless significant in these times of reduction and/or elimination of programs. For instance, corporations would find it more difficult to eliminate programs in which employees have invested their money. With an association, funds are available to start new programs or service. This employee involvement is a concrete tool for use in the justification of services.

Whether starting new service ventures in an existing program or initiating a new program, I urge you to think about "sharing" the program with your employees.

For more information concerning associations, there is an excellent tape available of President-Elect Phyllis Smith's conference session on "Employee Associations—To Be or Not To Be" (see page 4).



The National Employee Services and Recreation Association will be

# "Building for Excellence"





at its
42nd Annual Conference and
Exhibit
May 5–8, 1983
Hyatt Regency Columbus
Columbus, Ohio



# Fitness/Health Bulletin



Richard M. Brown, CESRA Texas Instruments, Inc. NESRA Vice President Fitness and Health



### **Designing a Fitness Facility**

Imagine that you have the privilege of specifying and helping to design a fitness facility for a new office or plant location. Or, that you have been asked to put together your "wish list' for a facility with an undetermined size and budget.

How do you go about making up your priority list? And what are the costs and space factors involved?

For the purpose of scale, let us choose a company of 2,000 employees and the aggressive goal of 50% participation in a fitness program. Generally accepted standards for space requirements call for three to seven square feet per participant; thus, a need for a total area of 3,000 to 7,000 square feet. Yet into what usage is this space divided?

By making a priority list, details can be specified, space determined and cost estimated (where cost of space is not specified, figure \$25-\$40 per square foot for the renovation of existing space or \$55-\$75

per square foot for new construc-

1. The first and most important need is for showers and locker/ changing room space. In a program based on aerobic activity, participants must perspire. Of course, returning to the office or work area in this condition is not generally accepted by one's co-workers.

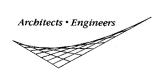
Separate men's and women's facilities with four to six showers each would call for a 600-1,000 square foot area. Unfortunately, this space is expensive. Plumbing requirements can cause the cost to rise to \$100 per square foot. If space or money is limited, it is possible to design the total facility so that it is used by women and men on alternate days. Though this would cut the space requirement in half (to 300-500 square feet), this should be the last resort because it limits participation and gives people one more excuse for not getting involved.

However, for most other spatial needs, the trend is toward a co-ed facility; thus, avoiding the duplication of space and equipment. This arrangement has worked quite well in most corporate environments; but obviously, it depends somewhat on the nature of the workforce. Co-ed facilities are less acceptable to blue-collar and older female employees. But with the younger, college-educated professionals, the "social" contact may be a primary stimulus for participation.

- 2. Space for aerobic exercise equipment. Two treadmills, four stationary bicycles, and a rolling machine should serve the participants well. Space required is 300–500 square feet. Equipment cost ranges from \$6,250 to \$26,750.
- 3. Muscular strength and endurance training equipment. At a minimum, a multi-station Universal machine could provide employees

(continued on page 35)

### professional services directory



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By providing fitness centers in the work setting, specific company needs and health problems can be more readily addressed.

#### STATE OF THE ART

(continued from page 9)

First, the company can provide its own fitness center with trained personnel and necessary equipment. Although the initial cost can be high, the advantages still must be considered. Having a fitness center located directly in the workplace is convenient for employees. Furthermore, in-house centers allow personnel more flexibility in programming. With companies shifting work patterns, using flextime and four-day work weeks of ten-hour days, program scheduling must reflect these changes. By providing fitness centers in the work setting, specific company needs and health problems can be more readily addressed. Cost, however, can be especially prohibitive to the smaller company.

Another method for companies to provide fitness programs is through contracting with local YMCA's. Many clubs have programs catering to the businessperson. Programs are scheduled before and after work and even during lunch hours.

Fitness clubs can also arrange to accommodate company employees. The National Employee Services and Recreation Association suggests a thorough investigation of the club. They even recommend that companies "steer clear of any arrangement that promises you will

Lastly, businesses can sponsor programs by hiring qualified fitness consultants. College or university personnel can help administer programs on-site or in shared facilities.

not have to do anything; that also

means you will have no control."

#### itness program components

No matter which method of sponsorship is provided, the basic components of a fitness program remain constant.

Prior to exercise, participants should receive a physical examination and medical clearance from a physician. Larger firms are able to utilize the company doctor. Smaller businesses, on the other hand, must either subsidize the cost of the exam or the cost must be born by the employee.

The second component of a program is fitness testing. A stress test should be conducted by trained personnel, with the goal of determining the participants optimal level of exercise. This should then be utilized in the development of an individdualized exercise prescription. The prescription is tailored to the specific conditioning and maintenance needs of the employee.

A continuous system for monitoring is a necessary program element. It is essential that the employee's health and progress be continually assessed and prescription changes made as needed.

As discussed previously, motivation and retention of participants is a vital component for the success of fitness programs. However, through top management support,

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## he U.S. commitment to corporate fitness

How committed is the United states to this fitness concept? A ursory examination of the current tatus of employee fitness programs would seem to produce an mage of numerous programs and great financial support. Perhaps, in he opinion of some, this is true. However, when comparing the 'state-of-the-art' employee fitness programs in the United States with other countries, this is not the case.

For example, in some companies in the Federal Republic of Germany, the provision of physical fitness centers is not optional. By law, all companies which employ workers in sedentary occupations must provide physical activity space at the work site.

Canada has made great advances in the provision of employee fitness programs. The Canadian Ministry of Culture and Recreation believes that "only through a coordinated approach involving a variety of public and private agencies can the development and delivery of fitness reach the population." <sup>10</sup>

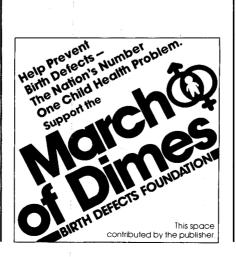
To reach this goal, the Canadian Government provides matching funds, to a maximum of \$10,000, to help offset initial costs of an employee fitness program. Furthermore, the government has developed an industrial education package for companies to learn how to set up physical fitness centers and programs.

Although the United States has made strides in the provision of fitness programs in industry, it might seem appropriate, especially in light of the Canadian advances, to reexamine our current methodology. Perhaps, the Canadian program should serve as a model and guide for the United States in increasing the commitment to programs which

promote healthy lifestyles.

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## **IDEAS CLINIC**



Melvin C. Byers, CESRA NESRA Consultant

Our company has been most concerned about its employees for many years. Recently, a management change occurred and the result was a lowering of employee morale. We, in personnel, don't know how to keep our employees' attitudes positive. Is this a common occurrence today in light of the economic situation? What can we do to cope and keep up the company spirit?

You are certainly not alone in your plight. Many companies find negative attitudes and low morale a common occurrence when times are less than prosperous. The stress of low profits and few sales for the company, coupled with inflation and unemployment facing the individual, makes for an atmosphere that is far less than positive. Improving attitudes amidst this scenario will be by no means easy. Many times, though, the operation or treatment to remove a cancer is as painful as the actual malignancy. Therefore, before the patient—or employee—has recovered, some suffering should be expected.

What we see so often in the business world is a whole series of poorly directed operations which in good times can be absorbed; but in worse times more or less encourage the continuation of problems. This, likened to a disease, may take a long series of corrective treatments to eliminate. When the simple aspirin prescription no longer works, we must seek more intensive medication or surgery. And of course, as the condition worsens, the cost for corrective treatment escalates.

This price escalation requires those in the problem situation to be experts in their profession in order to win their "war." The experts must realize that some of the remedies may be difficult to administer, but still remain optimistic—for out of all psychological or economic depressions or recessions, we usually better ourselves.

But the personnel expert must also be realistic. All the research, training and hard work in the world cannot transform an elephant into a tiger. Similarly, drastic psychological changes in employees are near impossible. The eternal pessimist very rarely will be converted into a bright optimist.

Experts also realize that the environment lands a great impact upon the individual, and thus the behavioral pattern of the company's management. The managerial mentality must complement the environmental conditions in order to achieve optimum productivity from employees. Particularly in the personnel profession, great care must be taken when selecting supervisors. The individual in the managerial role must not only interact well with others, but also work efficiently under the corporate policies and ethical standards.

It is consistency in individual and corporate habits and philosophies which enhances employee relations. When confidence and respect are lost, so is the quality of workmanship, interest in the job and eventually a loss of sales. Sound and practical techniques of personnel handling tailored to the individual corporate situation is the best way to restore employee faith. Management must demonstrate that it is concerned, that it will cooperate with employees in order to alleviate environmental problems and progress in a forward direction.

Employee services that provide so many opportunities for employee involvement and communication with management is a realistically new innovation. The prospects for a higher percentage of business, industry, government and the military offering these services are numerous. Those who have already established an employee services sector within their personnel administration and fully understand the basic objectives, have enjoyed an amazingly cooperative employee spirit. These companies boast of lower employee turnover, less absenteeism, less employee confrontations with management and a higher degree of productivity.

#### **GTE COMMITMENT**

continued from page 11)

And, because GTE employees are ocated throughout a six-county area, special arrangements are made with ocal YMCA organizations to provide fitness facilities to GTE employees beyond the Tampa border.

For those who work at the GTE's Tampa campus, the company Health Fitness Center is made available for \$2 per week to employees interested in improving their levels of fitness.

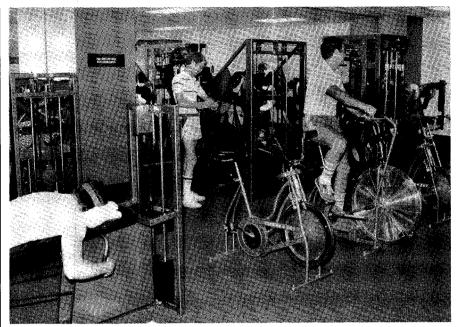
At the Health Fitness Center, personalized fitness programs are established for interested employees from a computerized result of a battery of tests. A small, yet sophisticated laboratory equipped to test cardiovascular condition, strength, body fat percentage, flexibility and lung function is used for this function by the staff.

Prior to being granted membership, employees are required to undergo both a fitness evaluation by completing a health questionnaire and physician approval form, and also attend a personal session at which the results and exercise prescription are explained by Fitness Center personnel.

During the hours of operation, Monday through Thursday from 6:30 a.m. to 6:15 p.m. and Friday from 6:30 a.m. to 5:15 p.m., the facility is constantly supervised by a Fitness Center staff of three full-time health fitness professionals, as well as a contingent of university students enrolled in the internship program.

The Tampa facility contains some 10,000 square-feet, including a large multipurpose room used primarily for various types of rhythmic aerobic classes and other fitness activities (both remedial and positive in nature); two exercise rooms equipped with 14 stations of Nautilus exercise equipment; eight motorized treadmills; and 10 exercycles.

An impressively equipped physical therapy room services job-related worker compensation injuries and is staffed by a registered phys-



Working out at GTE.

ical therapist.

Modern shower and locker facilities are also used by employees who prefer to follow their exercise regimens along the scenic Bayshore Boulevard that provides several miles of running area along the water and is well-protected from the hazards of traffic.

Years of experience in adult fitness has taught the GTE Fitness Center staff that motivation and measurement rank high in affecting the adherence to fitness programs.

Because of this, a computer program has been designed to track the number of calories expended for each employee exercise session, as well as the number of aerobic points earned in that session. The terminal, located in the Fitness Center reception area, permits each employee to key in his or her mode, duration and intensity of exercise along with their respective age in years. The results are a visual printout that is stored in the computer's memory for future reference, as well as a permanent printout on paper.

As a result of the wellness endeavors, GTE is beginning to see impressive improvements in observed parameters of health and fitness among those employees being studied. Among the improvements observed include very significant reductions in body fat percentage and increases in predicted oxygen consumption. A decrease and stabilization of blood pressures has also been noted in a number of hypertensive individuals and borderline hypertensives during the several months of tracking the research program.

The primary mission underlying all of the programs at General Telephone Company of Florida is to provide quality services, especially at an early stage, to help keep negative health aspects at a minimum.

"The Health Fitness Center represents a commitment by the company to the concept of employee health maintenance," said Vice President-Human Resources Marv Meyer. "We believe that our employees are our most valuable asset. A healthy person feels better, looks better and works better. We think that in the long run our program can help reduce absenteeism due to sickness, attract specially-trained employees and protect the health of our managers.

"While the \$2 weekly charge does not cover the full, ongoing costs of operating the center, it does tend to determine which employees are serious about participating in our programs," continued Meyer. "Because of this, we think it's to the company's advantage to promote and encourage health awareness and an appreciation of physical fitness among our employees."

#### **NEWS IN BRIEF**

(continued from page 6)

eral, state and local levels these revenues are vital to continued government operation. It is estimated that the State government alone receives over \$1 billion in recreation and leisure-related taxes and another \$300 million in non-tax licenses and fees. At the municipal level it is estimated that over \$563 million in tax revenues are generated by recreation and leisure-related economic activity.

#### Small Businesses React To Reagan's Economy

Chicago area small business executives give higher marks to President Reagan's economic program than they do to state and local government policies, a survey by Touche Ross & Company and the Chicago Association of Commerce and Industry (CACI) shows.

Presidents and top executives from 943 small businesses located in the eight-county greater Chicago metropolitan area responded to the opinion survey. These executives gave their opinions on such topics as whether they believe the recession is ending and the factors they believe are slowing the recovery. They also answered questions ranging from their companies' 12-month outlook for employment and earnings to over-all predictions on interest rates and area business failures.

On the president's economic program, more than 40 percent of the respondents said the program is working for them while almost 30 percent disagreed and slightly less

than 30 percent are unsure.

But when asked if state and loca government policies are making the recession worse, more than 60 per cent of the respondents said yes.

Touche Ross and CACI mailed survey questionnaires to approximately 4,000 firms with annual revenues of \$50 million or less.

# Marriage in the Workplace

More firms are easing restrictions on employment of spouses, according to the *Wall Street Journal*. The recently relaxed rules about hiring and retaining married co-workers have been relieving some companies' recruiting problems.

Beehive International, a Salt Lake City computer display company believes it is snaring "two technicians for the effort of hiring one" when it employs a married couple. Diversified Foremost-McKesson changed its hiring policy in the early '70's and found that action enabled them "to keep the talented people."

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#### MR. AEROBICS

(continued from page 14)

than two hours prior to a meal. Research results right now are divided between whether that should be your morning or evening meal, although Dr. Cooper favors the evening because it is also the best time for exercise to be of help in relieving stress.

To determine how much to eat at your meals, says Dr. Cooper, first find your ideal weight. The Aerobics Center uses this formula: for men, height in inches times 4, then subtract 128; for women, height in inches times 3.5, subtract 108. Add 10 percent if you are big boned. Multiply by 12 to find your optimum calorie level, or by 10 if you are over 40 years old.

As far as vitamins go, Dr. Cooper tells his patients to take a good multiple vitamin with adequate amounts of vitamins A and E, plus 500 to 1,000 milligrams of vitamin C daily. "Not uncommonly, I will even prescribe excess iron and additional magnesium and potassium for patients who sweat a lot. If they are sweating profusely, then I recommend additional supplements, such as dolomite." He also suggests 1,000 mg. of calcium a day for premenopausal women, and 1,500 mg, a day for postmenopausal women. And he tells his patients to make sure they get enough zinc and folate.

The most important pieces of knowledge of all, according to Dr. Cooper, are what your cholesterol level is and what your HDL-cholesterol level is, because the ratio of the two is "the best indication of whether or not you're developing progressive arteriosclerosis."

In adult men, HDL's should be above 45, and in women above 55. The ratio of a man's total cholesterol (HDL's plus LDL's) to his HDL should always be less than 5.0, and preferably less than 4.5. For women, the ratio should always be under 4.0 and preferably under 3.5. Another way of putting this is that for a man, HDL's should always represent at least 20 percent of his total cholesterol count, and preferably should

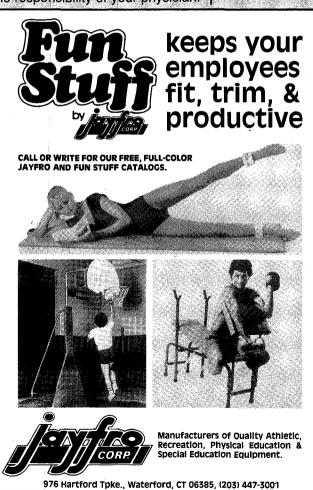
be 25 percent or greater. For a women, HDL count should make up at least 25 percent of the total cholesterol in her blood, and preferably should be 30 percent or higher.

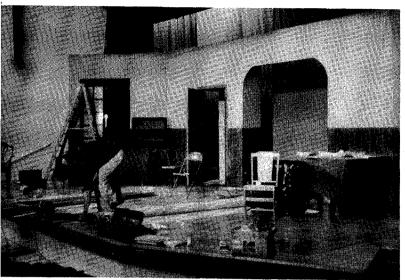
"I hope that people, particularly executives, will demand of their doctors to know their cholesterol and their HDL," he said.

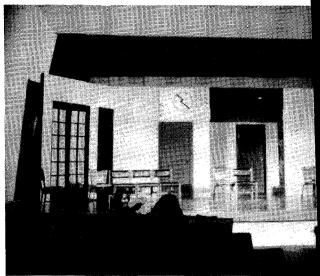
When Dr. Cooper looks back at 1968 and then looks out on the world of 1983, he can't help but feel a certain amount of vindication. "I think it's safe to say that Americans are healthier and living longer," he told us. "The reason for that? Who knows? Exercise habits? Yes. Change in smoking habits? Yes. Better attention to diet? Yes. Better control of blood pressure? Yes. Better control of stress? Yes. Which is most important? I don't really know. I'm just happy to see that Americans are beginning to listen to what I've been saying for the last 22 years, and are finding now that you can get results, and that your health is more your responsibility than it is the responsibility of your physician. "The modern physician who is keeping up with the medical literature cannot ignore the value of exercise, and particularly the value of preventive medicine in general."

"Americans . . . are finding now that you can get results, and that your health is more your responsibility than it is the responsibility of your physician.

-Dr. Kenneth H. Cooper







A theatrical metamorphosis: from Brookhaven auditorium to the world of Broadway.

#### **ON STAGE**

(continued from page 22)

directors is composed of both employees and community members. It is this board which determines the plays produced.

In Carousel, roughly \$25,000 was budgeted for production. This figure included salaries for the director, choreographer and musical director (all are paid professionals); musician fees; set construction costs; props, costumes and make-up expenses (much was already on-hand or donated); stage-hand fees; and the cost for the rights to produce the play.

Income for such expensive theatrical productions is derived from ticket sales, and program advertising.

"Our objective," emphasized Watts, "is always to break even. For us, the theater program is not a money-making endeavor."

#### Thirty years of theater

For 30 years, the Brookhaven Employees Recreation Association has answered to the overwhelming employee interest in drama by coordinating a theater program which includes two to three productions per year.

Employees alone fulfill the roles as actors, crew members or directors upon the Brookhaven stage.

For special entertainment programs, however, professional artists, such as touring ballet companies, are invited to perform at the company theater, a 450-seat auditorium.

Most recently, 20 Brookhaven employees fused their creative energies into Neil Simon's play, *The Odd Couple.* The popular comedy played a single weekend engagement in Brookhaven Lab's auditorium, Berkner Hall. All company employees received a discount on the admission price.

Of course, in order for the players to successfully re-create Felix and Oscar's comic world, talent as well as money was needed. The creative energy was easily found in the Brookhaven employees. The production expenses, on the other hand, were gained from ticket sales, company store revenue and corporate funding.

"Our theater group has been in existence for 30 years," said Blanche Laskee, Brookhaven Personnel Representative. "That certainly says something about the employee interest in theater."

# Stepping stone to success

More than a dozen Goodyear

Community Theater veterans have stepped beyond the Akron, Ohio stage footlights and into the professional music and theatrical arena.

In 1969, a young Akron performer named Rachel Sweet, performed in Goodyear's musical production, *The Sound of Music* as one of the Von Trapp children. About a decade later, Sweet blasted into rock music and received her first gold album for "Fool Around."

One decade earlier, John Giffen was cast as the dog in the operetta part of the Goodyear Musical Theater's first show, *The King and I*, and as a dancer in *Can Can*. Giffen departed from Goodyear Theater in pursuit of a career in dance and eventually became the ballet master of the Royal Danish Ballet Company.

Success, however, has not been limited to the performers upon the Goodyear stage, according to *The Wingfoot Clan*.

A long-time director at The Goodyear Community Theater, Jack Horner, is now first assistant stage manager of Radio City Music Hall in New York.

And, Gary Baker, who arrived at the Goodyear Musical Theater to learn about set designing is now a set designer for attractions at the Disney amusement parks.



# Setting the stage for employees

Do your employees yearn to trip the footlights fantastic? to tap their toes in a chorus line? to make their own sounds of music?

Karl Swyler, Brookhaven National Laboratory physicist and president of the Brookhaven Employees Recreation Association Theater Group offers several suggestions for those who wish to satisfy stage-hungry employees with a company theater program:

• First of all determine the facilities available for your theater group's use. Any quality production requires scenery and a place to design and construct it, an area in which to store properties used in the performance, space for costume changes and of course, a stage area and house to seat the audience.

"Logistics are the most important element of your program," said Swyler. "To produce any play, you've got to have a place and the wherewithall to do it."

If skits are the goal of the theater group, for example, then the company picnic or employee Christmas party can serve as your theater.

• Find out if a significant interest in theater is present in the employee population. Through the company newsletter, volunteers for theater group can be recruited.

"Once employees are initially recruited," advised Swyler, "they must be made interested from the onset. By inviting a local theater professional or an area company theater representative, the first theater group meeting is sure to be a success with potential members."

- Decide on the first production. Before anything else can be accomplished, the group must determine whether it will perform a comedy, drama or musical production. This decision will affect space requirements, casting and of course, the budget.
- Determine the production budget. Because production expenses must be met prior to the gaining of any revenue, a careful budget is essential.

"One thousand dollars is a fair estimate of small-scale production costs," said Swyler. "This would cover material for the sets and ticket expenses. The aim of any show should be to break even. But when just beginning it's a good idea to have enough overhead in order to carry a loss."

• Begin preparing for actual production. At least 20 people are needed to fill roles in the cast and as well as stage manage and direct the play. At this time, it should also be determined whether involvement will be restricted to employees and their families or open to the com-

pany and the community.

"It's very important to get enough people involved in the production," said Swyler. "As you get down to the wire, putting on a play is quite a struggle, the only edge is to have more people share that struggle."

- Publicize the event. Any theatrical production demands an audience. To fill the house with employees, advertise the production in the company newsletter, and to attract community members, place promotions in local newspapers or posters in store windows.
- **Putting on the production.** If well-prepared, this should be the theater group's easiest task.

"If there is enough interest," Swyler added, "you'll find a way to accomplish anything."

Producing a musical, comedy or drama will by no means be easy. But, in the case of this recreational activity, the end will undoubtedly justify the means. By working together to bring a script to life, members of the theater group develop a strong, cooperative spirit. For only together can they create a new world upon the stage.

"It takes several months of long, hard work to produce a first rate play," said Goodyear's Watts. "And the reward of their work is not in dollars and cents, but in a well-received show. For everyone involved, the drive for theatrical success is a labour of love."



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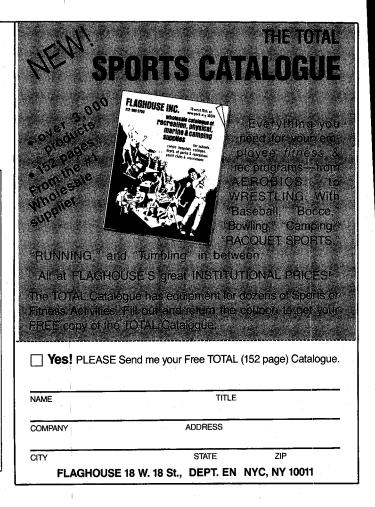
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## ITNESS AND HEALTH ontinued from page 25)

ith the equipment needed for inreasing their strength and endurnce. Also a possibility are six to ight pieces of Nautilus, Polaris or ther high quality progressive resisance weight equipment. The space equirement is 400–2,000 square set and the equipment cost is \$6,000 o \$22,000. While Olympic free veights are a nice luxury, they do equire more space and close montoring when used.

- 4. A room for group classes involving stretching, floor exercises and aerobic dance. Six nundred to 4,000 square feet are needed for these activities. A company conference room or cafeteria can serve double duty for this purpose. Classes can be confined to after-work hours.
- 5. Space for fitness testing and consultation. This space is a necessity for programs which include individual exercise prescriptions. Space needed is 100–300 square feet. Equipment cost (exclusive of the monitor) is \$400–\$5,000.
- 6. Steam room, dry sauna or whirlpool area. None of these are critical needs for an exercise program but they are attractive and relaxing amenities that help to sell the fitness program and facility to participants. Spatial requirements include 100–200 square feet for each area with an equipment cost of \$3000–\$10,000 each.
- 7. Outdoor running track. Most tracks are one quarter mile to two miles in length and may include fitness stations along the jogging trail. Track surfaces range from bark or gravel to asphalt, concrete or the newer synthetic cushion materials. Two to thirty dollars per linear foot of track (with a six foot width) can be expected. The fitness stations typically run \$8,000 to \$12,000, installed.
- 8. Gymnasium (for basketball, volleyball, group exercises activities, etc.) Included around the perimeter of the gym may be a banked, cushioned running track.

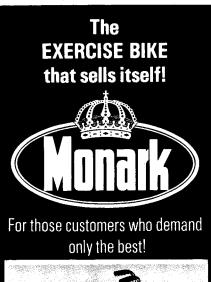
And, of course, whatever kind of facility you establish, safety must be a primary concern. First aid materials should be present where people engage in physical activity, and a telephone and list of emergency phone numbers should be easily accessible.

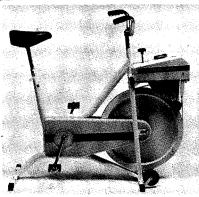
Now what about the design of this facility? For the best results, the firm chosen to design your fitness facility should be one that specializes in or has considerable experience in designing municipal recreation centers or YMCA facilities. Such experts are more likely to understand the special needs of traffic flow, visibility, safety and security called for in your corporate fitness center.

While the budget will always be a primary consideration in many of your fitness center choices and decisions, you should strive for the delivery of a "classy" facility to your employees. The days of grunt and groan in a dark, smelly, old gym are long gone. Aesthetics are quite important to any facility. Lots of glass or the liberal use of mirrors can create an open feeling in which the heavy fitness equipment does not appear so threatening and oppressive. So, too, can the atmosphere be enhanced by the use of colorful graphics, posters and plants. And carpeting is not only eye-pleasing, but it also muffles sounds, is safer and requires less maintenance than other types of flooring.

Providing toiletries such as shaving cream, hair spray and shampoo is really not very costly and certainly creates a "country club" atmosphere. Though towel and laundry service can be expensive, particularly if it is provided to employees free of charge, it does keep that gym bag full of wet, smelly clothing out of the office atmosphere.

Finally, music is a must. FM Stereo music or pre-recorded tapes work best when kept upbeat. Music creates a pleasant, fun, atmosphere. And of course, this is the bottom line in designing a fitness center: creating a place where everybody wants to be.







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#### SHAPING UP

(continued from page 19)

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#### ron Co./Polaris: symbol of strength

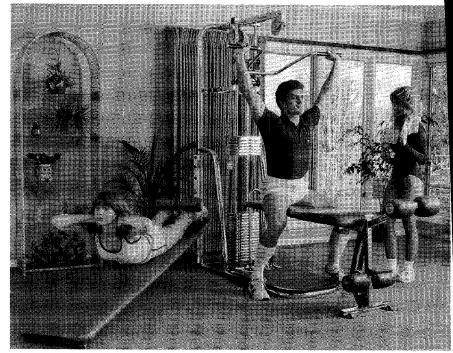
Iron, says the Iron Company, makers of Polaris fitness equipment, is the source of steel and, ultimately, most of the machinery and structures so important to people's daily lives. Nutritionally, iron is the prescription for anemia and is basic to good health. Symbolically, it is the true expression of dependability, strength and endurance. And literally, it is what the name and the philosophy of the Iron Company represent.

"What we do," said Phil Scotti, Iron Company/Polaris Vice President for Sales, "is produce advanced equipment with mechanical efficiency using the simplest design. Because of this, Polaris equipment provides a pre-stretch, full range of motion and variable resistance specifically designed for each muscle pattern being worked."

Polaris maintains that variable resistance, a concept initially created by Bob Clarke, Polaris Vice President of Design, is necessary for maximum efficiency in a training program. Research findings show that a muscle does not maintain the same level of force or effort through a complete cycle of movement. In fact, the actual force exerted may increase or decrease depending on the position or joint angle of the human lever.

"Polaris employs a cable and cam system to deliver the proper resistance ratio to every motion parameter involved in the workout," said Scotti. "Not only is this system efficient, it also requires little maintenance."

The Iron Company today pro-



With this free-standing home exercise system, Universal is making conditioning more convenient than ever.

duces a streamlined system of Polaris equipment with more than 25 different variable resistance machines, 10 multi-jungles and over 20 different benches and pulleys—all of which are molded in a simple design allowing for a "comfortable, smooth and quite workout," according to Scotti.

#### niversal: fitness makes sense

"Fitness makes good business sense," said Frank Smith, Universal Gym. "It's been proven that a company whose employees participate in exercise programs, health education programs and healthy lifestyles can realize greater cost-containment. Fit exmployees can yield savings in insurance claims and reduced absenteeism. That alone can justify a fitness program."

Universal Gym equipment has been found in school locker rooms, physical therapy departments, gymnasiums, corporate fitness centers, health clubs and YMCA's for more than 22 years. Throughout the past

Polaris: streamlined and simple



ecade, their emphasis has been n service.

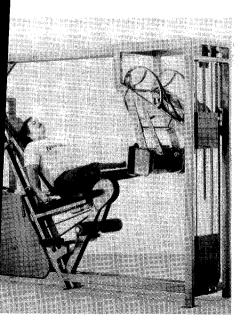
"We have the staff available to eadily service our equipment," said smith. "We also offer free facility design consultation to those interested in purchasing Universal equipment.

"Most recently," continued Smith, we have begun supplying training manuals, instructional films and other educational materials to the public. And, for the business community, we are conducting one-day symposiums across the country (Chicago in May and Dallas in September) on "Employee Heath and Fitness—The Corporate View." Our main goal right now is simply to educate people."

# autilus: meeting the information age

If the medium is the message, Nautilus can only be saying one thing: fitness and health is serious business.

Realizing that the most effective way to deliver a message to a mass audience is via the television medium, Nautilus/Sports Medical Industries, Inc. decided to build a \$70 million television complex (in fact, the largest production facility in the world) in which to produce a myriad of health-related messages.



Nautilus: first and foremost, a concept

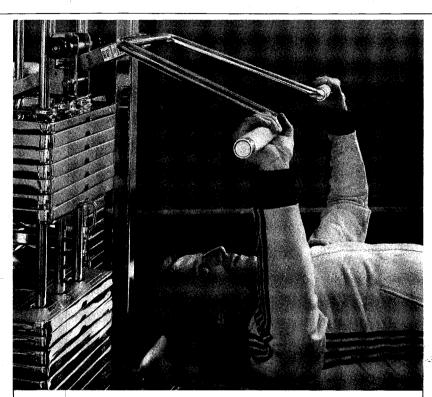
But Nautilus isn't just another big business cashing in on the fitness and health boom. First and foremost, it is a concept.

"Nautilus operates on the philosophy that the entire human system—physiologically, psychologically and sociologically—functions of the basic premise of 'overload,' said Ed Farnham, Nautilus/Sports Medical Industries, Inc. General Manager. "Improvement comes

about by meeting greater demands. The mind is improved by tackling new and challenging ideas. Similarly, greater physical demands result in a better conditioned body with improved strength and cardiovascular capacity."

Nautilus machines involve highintensity, brief and full-range exercise. By redirecting gravity and employing rotary resistance, each

(continued on following page)



# This employee probably won't call in sick tomorrow

He's over 40 and he's physically fit. He's happier, more energetic, more alert, and *more productive* than ever before in his life. He spends 1½ hours of his own time each week, exercising right where he works. His boss spends less on medical insurance and absenteeism. His boss also gets more productivity for every paycheck.

You can add the fitness factor to your bottom line quickly and inexpensively by asking for a copy of *How to Develop a Company Fitness Program.* It's free, and you can read it cover-to-cover in 1/2 hour.

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#### SHAPING UP

(continued from previous page)

muscle is provided with an overload throughout the full range of movement. In addition, a cam is used to provide resistance which varies in exact proportion to the needs involved in each muscle movement.

A Nautilus machine is simply a greatly improved barbell, providing the high intensity required for muscular growth, but also providing full-range exercise with positive, negative, rotary direct and balanced resistance.

"Our primary product, however, is information," said Farnham, "and the machines are simply a manifestation of that."

To spread the health and fitness word, Nautilus is currently producing cable television shows, medical/surgical instruction films and health education films at its television production facility. And, in addition to the numerous brochures on health and fitness for the public, Nautilus Sports/Medical Industries, Inc. has recently launched *Nautilus* Magazine—for every active body.

Also at the Nautilus site in Lake Helen, Florida is an orthopedic clinic gaining an international reputation.

The bottom line in all of the Nautilus ventures?

"Improving the quality of life," said Farnham.

"What we're trying to do," Farnham continued," is introduce some sanity into the field of fitness and sports medicine. Right now, there are so many myths prohibiting people from making intelligent and healthy decisions. Nautilus has developed and established a legitimate platform upon which everyone-athletes, coaches, trainers, fitness directors and laypersonscan draw logical conclusions from accurate information. Right now, we are concentrating much of our effort on informing, educating and instructing the public in an area that has, because of commercial interests, been grossly distorted."



# More than 400 companies have employee health/fitness programs. Does yours?

Let's face it. We spend a good part of our lives in the places where we work. And what do we do there? We sit. We shuffle papers. We type. We operate machines. Over the years our bodies grow soft and we become increasingly subject to degenerative diseases like high blood pressure, heart disease, low back disability, and obesity. But it doesn't have to be that way.

# Wake up America – put fitness in the workplace

Almost any company can give its employees a chance to become physically fit on the job. They can equip an exercise room. Provide a running or jogging course. Contract with a "Y" or community facility. Put in bicycle racks, changing rooms, and showers. Give or share time for fitness and health. If you're an employee or an employer, send for our free booklet. And make the place where you work a better, healthier place. Write: Employee Fitness, Washington, DC 20201

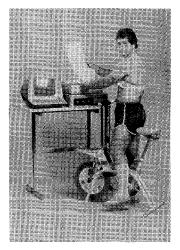


**ENERGY FOR AMERICA-IT COMES FROM EXERCISE** 

# **NEW PRODUCT GUIDE**

#### Corporate Fitness Computer Records, Analyzes Physiological Responses

PERFORMANCE 2000, available from the Sport Medical Technology Corp., Center Moriches, New York, is a computerized fitness evaluation system. The subject is paced through an exercise routine as the PERFORMANCE 2000 computer records and analyzes physiological responses. A two page written re-



port of cardiovascular fitness determinations and calculations is generated. The printout can compare the present test to a previous test and to expected goals. It provides individualized exercise instructions.

In addition to Cardiovascular tests, PERFORMANCE 2000 has programs for pulmonary function testing, skin fold measurements, flexibility, strength testing, cardiac risk profile and aerobic training.

#### New Safety Film, "Think About Your Back" Puts A Halt to Back Injuries

Recently released by BNA Communications Inc., Rockville, Maryland, was the new safety film, "Think About Your Back."

Back injuries happen easily and are probably the most common in-

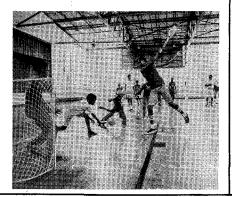
jury both on and off the job. Moreover, they keep employees away from work for an average of 24 days. Many never recover fully from their injury, thus impairing their efficiency and productivity.

"Think About Your Back" will alert employees to the painful reality of back injuries and motivate them to protect themselves. Presented in human terms, it illustrates situations that will make employees think before lifting any object, regardless of its size, shape or weight.

Set in a nursery/landscaping situation, "Think About Your Back," a 22-minute sound and color film, plus workbook is available for license or rental in 16mm film, ¾-inch videocassette, Betamax or VHS; for executive evaluation preview in 16mm film or ¾-inch videocassette. License, \$350; 3-day rental, \$105; 24-hour preview, \$35. Workbooks, \$1.00 each, minimum order, 10 copies. For further information contact BNA Communications Inc. at (301) 948-0540.

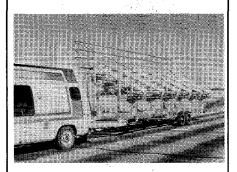
## U.S. Games Introduces Pillo Polo®

Pillo Polo®, from U.S. Games, Inc., Melbourne, Florida, is a game played to hockey rules and enjoyed in more than 20,000 schools and recreation departments. Twelve people play the game using durable foam sticks and 7" foam balls. For full details and free brochures call U.S. Games Inc. at 1-800-327-0484.



# "Trans-Stand" Bleacher Emphasizes Transportability

The Trans-Stand, developed by Stadiums Unlimited, Grinnell, lowa, maximizes the use of bleachers by allowing units to be easily set up and relocated at different sites for various activities.



Through the use of aluminum, not only for the seats and footboards, but for the entire sub-structure, the lightweight Trans-Stand can be easily towed by any standard vehicle. A built-in torsion bar permits one person to position the folding sections in readiness for use or transport. The Trans-Stand base assembly and wheels and tongue are integral parts of the complete unit.

The Trans-Stand meets load capacities as designated by applicable codes and is licensed for towing over state and federal highways and roads. The Trans-Stand, like all Stadiums Unlimited products, is maintenance-free.



# **NESRA CALENDAR**

Drop in on fellow NESRA members when in the area. Check the "NESRA Calendar" before you travel.

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CESRL (213) 354-5367 or Jim Mowery (213) 843-2858.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Sue Potter—(614) 227-6417

**Dallas-Ft. Worth Metroplex Recreation Council**/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Mickey Negron—(214) 828-7130.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact George Mullen—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

**Employee Services and Recreation Orange County**/ Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 496-6061

**Greater Los Angeles Area Industrial Recreation Council**/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Area Recreation and Employee Service Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Tom Burke—(617) 424-3305.

**Michigan Employee Services and Recreation Association**/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-3938.

**Metro Employees Recreation Chapter**/Houston, Texas. Meets on the third Thursday of the month. Contact Laura Davis—(713) 754-5825.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota, meets on the third Thursday of the month. Contact Ralph Ferrara—(612) 540-7370.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meet on the second Tuesday of the month. Contact John Bonner—(602 262-6541.

San Antonio Corporate Recreation Association/San Antonio, Texas, meets on the second Wednesday of the month. Contact Hector Luna—(512) 690-2311.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

**Seattle Metropolitan Industrial Recreation Chapter**/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosho—(206) 621-6869.

**Toledo Industrial Recreation and Employees Services Council**/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt— (408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Dave Howard—(703) 893-5400.

#### Conferences and Exhibits

**Region VII Conference and Exhibit** will be held September 8–11, 1983 at the Sheraton Harbor Island, San Diego, California. For further information contact NESRA headquarters.

**42nd Annual NESRA Conference and Exhibit** will be held May 5–8, 1983, Columbus, Ohio. For further information contact the NESRA office at (312) 346-7575.

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The U.S. Department of Labor has a free booklet that will help you answer these questions and a lot more. Send for it today.

#### Write:

Pensions, Consumer Information Center Pueblo, Colorado 81009

**U.S. Department of Labor** 



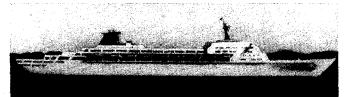
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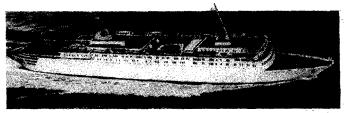
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MARCH 1983



# NESRA discovers Columbus

A Preview Of The 1983 Annual Conference and Exhibit

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Build for Excellence at NESRA's 42nd Annual Conference and Exhibit, May 5-8, 1983, Columbus, Ohio.



The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Employee Services Management* is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

# Employee

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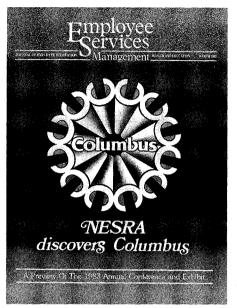
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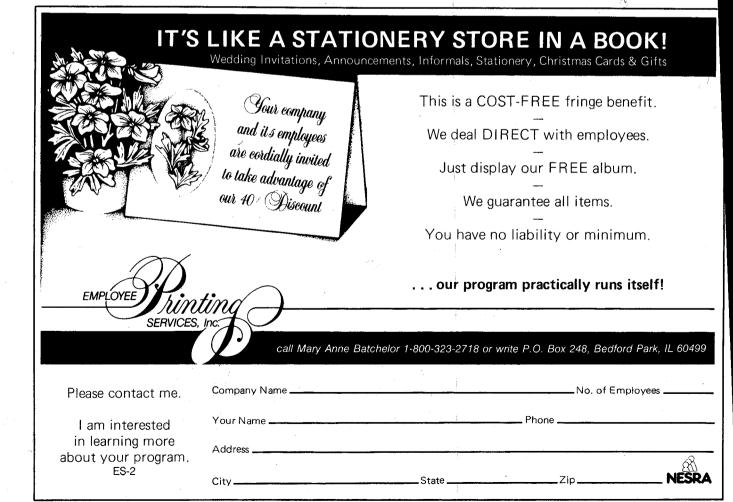
## In This Issue . . .



design by Gordy Maltby

NESRA invites you to discover Columbus, Ohio to "Build For Excellence" at its 42nd Annual Conference and Exhibit May 5–8, 1983. The conference program and registration information appear on page 18–20 in this issue. On page 15, Pete DeFranco, 1983 Conference Chairman, explains the conference theme in his article, "Building to Excellence." Detailing the conference's continuing education work shop and explaining how to get the most out of NESRA's annual event are (respectively) the Fitness and Health Bulletin, on page 2 and the President's column, on page 24. Finally, for our readers preconference perusal, *Employee Services Management* features a guide for Friday night, May 6, in Columbus as they set loose for a night "On the Town," which appears on pages 21–23.

ESM recently interviewed conference speaker, William T. Brooks Vice President, Time Management Center for his formula for "Building for Excellence" via the "Six P's of Professional Productivity.' According to Brooks, "Time is life. And an effective management of time, including carefully planning and prioritizing, is an effective management of life. For when you don't know where you're going, every road can take you there."



# Employee Services JOURNAL OF EMPLOYEE RECREATION Management HEALTH AND EDUCATION

March 1983 • Volume 26 • No. 2

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Journal of the National Employee Services and Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee services, recreation and fitness programs are essential to effective personnel management.

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# NEWS IN BRIEF

# hysical Fitness and ports Month Set for May

The President's Council on Physical Fitness and Sports (PCPFS) innounced that National Physical Fitness and Sports Month as been scheduled for May 1983. The special month is an effort to encourage levelopment of new fitness programs and services; to acquaint beople with fitness opportunities aleady available in their communities; and to give appropriate recognition to effective leaders and putstanding programs.

Recreation and park departments, schools, YM-YWCA's, Boys' and Girls' Clubs, business and industry, government agencies, and other sports and leisure services agencies can benefit from conducting special fitness programs and activities during this month. Those agencies that participated last year conducted sports and fitness festivals, fitness days, exercise clinics, aerobic dance demonstrations, fitness testing and counseling, blood pressure checks, and information fairs in shopping malls.

A National Fitness Month brochure and poster is now available for distribution from the Council. The month is co-sponsored by the National Employees Services and Recreation Association, National Recreation and Park Association, American Volkssport Association, National High School Athletic Coaches Association, United States Tennis Association, National Association of Governor's Councils on Physical Fitness and Sports, Pop Warner Football and other National agencies.

Additional information can be obtained from the PCPFS, 450 Fifth Street, N.W., Suite 7103, Washington, D.C. 20001.

## U.S. Still Warms Up to Exercise

A majority of people in the United States say they "exercise strongly"

every day—a suggestion that physical fitness has broad, and still growing, appeal for adults of all ages—a Washington Post-ABC News public opinion poll has found.

"In the past 20 years the number of American adults who exercise regularly has continued to increase," said C. Carson Conrad, executive director of the President's Council on Physical Fitness and Sports, when asked to comment on the poll. He cited "growing involvement" by women and the elderly. "It hasn't peaked," he said.

The new poll, reported the *Chicago Sun-Times*, found that more men exercise regularly than women, but that women—particularly younger ones—may be catching up.

(continued on following page)

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#### **NEWS IN BRIEF**

(continued from previous page)

About six in 10 adult men said they exercised daily, compared with 46 percent of women.

And while the percentage of people exercising decreases with age, a surprising four of 10 adults over 60 said they exercise daily, compared with two-thirds of those 18 to 30 years old.

The poll asked a representative sample of adults 18 and over whether they "exercise strongly for a total of 20 minutes or so a day."

Exercising strongly was described as "any activity that causes your breathing and heartbeat to increase rapidly and strongly" a definition commonly used for "aerobic" sports such as swimming, jogging, bicycling and walking.

Of the 1,505 people interviewed, 53 percent said they exercise daily, while 46 percent said they do not and 1 percent had no opinion. Another 26 percent said they exercise every few days and only 21 percent

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of the sample said they exercise once a week or less.

#### Inadequate Internal Communications Leave Employees Discontent

Inadequate internal communications appears to have contributed to what is described by Opinion Research Corp. (ORC), Princeton, NJ, as a current "sharply rising employee discontent with pay, benefits, on-the-job training, and promotion." That finding, which appeared in *Public Relations News* is based on a recent study.

And, in a recent joint survey by the International Association of Business Communicators (IABC), San Francisco, CA, and Towers, Perrin, Forster & Crosby (TPFC), NYC, of workers in 20 U.S. and six Canadian organizations in nine different fields, more than 67% of the respondents found their employers' communication incomplete and only half of them called it candid and accurate.

The Opinion Research Corporation study found that less than 33% consider management "responsive" to their needs and less than 50% believe their bosses "are listening or even interested." A result of this, says ORC Vice Pres. Dr. William A. Schiemann, is that "respect for line supervision had declined sharply and the unhappy workers, worried about unemployment, turn to passive resistance and no longer care about the company's needs." This, he continues, in turn makes management "more indifferent and uncaring, which simply aggravates the situation".

IABC President Thomas Ruddell expresses great disappointment over two findings of the IABC/TPFC survey. Answers to the 75 separate questions, compared to those received to the same survey conducted in 1980, indicate no improvement. And there has been "an apparent failure of upward communication programs to meet employees' needs," with more than half

(continued on page 29)

# NESRA NEWS

#### Four Amendments Passed

Members of the National Employee Services and Recreation Association overwhelmingly approved in a referendum last month four amendments to the NESRA bylaws.

Effective since January 1, 1983, the state of Virginia (formerly of Region IV) was made a member of NESRA's Region II. Due to the large number of Washington D.C. area members in Virginia, the Board of Directors determined that Virginia and Washington D.C., in a concentrated local area, should be designated in the same region.

NESRA members also voted to place the association's Executive Director as a non-voting member of both the Executive and General Boards.

By a unanimous decision, the slate of nominees, (including biographical information) together with official NESRA ballots will be mailed in one package to all voting members of the association by the 15th day of October each year.

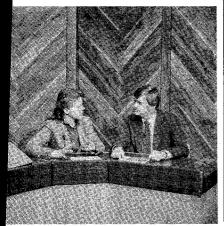
Finally, the membership supported the move to establish a Certified Employee Services and Recreation Administrator and Leader (CESRA/L) committee consisting of CESRA/L members. The committee will be chaired by an elected CESRA/L who is also a member of the NESRA Board of Directors. The term of office for this position is one year. Included among the duties of the committee is to receive, review and approve certification applications and monitor re-certification policies.

# NESRA Featured on Chicago TV

Discussing both the intangible benefits of employee services and recreation to employers as well as

#### ESRA NEWS

e tangible monetary benefits of ich programs, NESRA Executive rector Patrick B. Stinson, recently peared on Channel 26's "Stock arket Observer," a program aired onday through Friday from 9:00 m. to 3:30 p.m. to audiences in the Chicago and Milwaukee metopolitan areas, most of whom are usiness executives and stock maret investors.



NESRA Executive Director Patrick Stinson spread the employee services message on Chicago air waves recently.

In a ten-minute live interview, Stinson pointed to employee program benefits such as increased morale, improved communication and employer-employee relations, decreased absenteeism and turnover and better health as justifications for a corporate employee services and recreation program. Stinson also explained the \$150,000 annual savings of the Battelle-Columbus Fitness Center Program as concrete evidence of the advantage of a corporate fitness program.

#### **SeaMet Elects Officers**

The Seattle Metropolitan Industrial Council of NESRA announces its 1983 officers: President, Darrel Gosho, Recreational Coordinator, Pay 'N Save; President-Elect, Vic Marshall, Staff Activities President; Treasurer, John Kehoe, Employee Relations, Eldec Corporation; and Secretary, Sally Hausken, Personnel Department, Tone Commander Systems, Inc.

# NAMES IN THE NEWS

#### Deceased

William B. DeCarlo, 53, a past NESRA President and recently retired manager of recreation and fitness services for the Xerox Corporation, died suddenly on February 24.

A long-time leader in employee services and recreation, DeCarlo served NESRA as a Regional Director, Treasurer, President and Chairman of the National Industrial Recreation Research and Education Foundation (NIRREF).

DeCarlo was a member of the faculty of State University at Brockport in New York and held memberships in the Genessee Valley Recreation and Park Society, The New York State Recreation and Park Society, The National Recreation and Parks Association and the American Association for Health, Physical Education and Recreation.

DeCarlo is survived by his wife, Jeanne and their two children.

Contributions to the recently established William B. DeCarlo Scholarship Fund may be made to: William B. DeCarlo Scholarship, c/o Dr. David Jewell, Department of Recreation and Leisure, SUNY-Brockport, Brockport, New York 14420.

Correction—In the "1982 Buyers' Guide and Services Directory," which appeared in the December/January 1983 issue of *ESM*, the telephone number for Life Design Associates was misprinted. The correct number is (607) 648-3933.

#### Retired

Florence Williams, recreation administrator for the Kaiser Aluminum Corporation in San Leandro, California retired from her position in February.

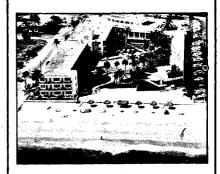
Williams has been a member of NESRA for 25 years and, in 1973, won the association's national award for her company's outstanding recreation program (currently, the NESRA Eastwood Award).

A past chairman of the Downtown Oakland Business College Consortium on business and volunteer for local museum programs, Williams is a founding member of the local Women In Communication, Inc. chapter.

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# DIGGING INTO EMPLOYEE GARDENS

by George Thabault, Gardens for All

Gardening is the number one form of outdoor recreation in the United States. Fifty-three percent, or 44 million households, grew food in 1982.

Help is now on its way for employees or managers who want to partake in this recreational activity by starting or improving on-site vegetable gardens.

Gardens for All, The National Association for Gardening (head-quarted in Burlington, Vermont) is publishing "New Directions in Community Gardening" next month.

It is written by Larry Sommers, community garden director at the association since 1979. The book focuses on improving garden management and design, getting more help from volunteers, and showing how different projects throughout the country are funded and managed.

"We've covered the latest ideas in group gardens," Sommers said. "We're trying to help projects get started without making the mistakes that are a big pain to correct later."

Sommers points out that making garden space available on company land is a low-cost way to help employees and community members, too. He said, "People are pounding on corporate doors for all kinds of community projects. Give a family access to a 20-foot by 20-foot garden and they have the chance to save \$300 in food bills!"

#### Keaping the benefits

Corporations that have established gardens for employees tell of many hidden benefits, according to Sommers:

- Employees save money on food bills at a small cost to the company.
- Employees get a "health break" at mid-day or after work with a bonus: fresh, nutritious, delicious food.
- Improvement in mental fitness.
   Gardening eases tension in the

individual and among co-workers. In-plant communications can improve, as well as job satisfaction.

- The corporation has more satisfied, more productive employees.
- The company's public image improves by a giant step, at a small cost.
- Skills in good-growing make employees better prepared for healthy, productive retirement.

# Management tips for employee gardens

#### Garden Sign-up

The employee garden is going into its fifth year at the Addison-Wesley Publishing Company of Reading, Massachusetts. Thirty-six plots are claimed by workers who sign up each spring during cafeteria hours.

(continued on page 10)

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tennis courts. A nightclub. Disco. Sauna. Plus cross-hospitality at our sister resort, Dorado Beach Hotel. And so much more! (Proof of employment is required at hotel registration.) For more information regarding your company's participa-

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#### **EMPLOYEE GARDENS**

(continued from page 8)

#### **Employee Manager Important**

Norman Genthon manages the 40plot employee garden at A. P. Green Refractories in Mexico, Missouri. Plots are 20 feet by 40 feet in size. Genthon is a "committee of one" supervising the garden operation for the company's Recreation Board of Directors.

"The company paid \$300 for fencing and posts when we first started," he said. "The only expense now is plowing which is done by the company with its own equipment. The garden is certainly a great way to get fellow employees together."

#### **Garden Rental Fees**

The 65 gardeners at Battelle Company's Columbus (Ohio) Laboratories pay a \$6 fee each year. Garden size is 15 feet by 30 feet. The fee is waived, according to coordinator Ed Hilbert, for the core group of gardeners who volunteer to manage the site.

The company donated \$700 in the garden's first year for a water system, garden cart, tiller and tool shed.

"The company gets no benefits from this, except satisfied employees," says Hilbert.

# Garden as Mental and Physical Therapy

Land next to the Ball Aerospace Systems Division plant in Boulder, Colorado was used for truck farming in the 1930's. Now much of it is being used for employee gardens.

"We get a lot of produce and plenty of mental and physical therapy from our gardens," says coordinator E. A. Hebner.

The Employee Garden Club is seven years old and the offices handle most of the work each spring to get the site plowed and ready. Says Mr. Hebner, "If a company wants to do this, make sure there's a group of gardeners in charge of sorting out any people who don't take care of their plots. Otherwise, your site will look very bad in a short time."



Employee Gardening—mental and physical therapy.

#### Garden Space a Retirement Benefit

The managers of the Simmonds Precision plant in Bellows Falls, Vermont wanted "to make good use of excess property" and so set aside land for an employee-community garden.

About 16 Simmonds employees use the plots along with several Simmonds retirees who often spend spring and summer mornings planting and tending their crops. Retirees help the program, says Sylvia Dubanevich of Simmonds, because they are usually active gardeners with good techniques. People try to keep up with them, she says.

The company pays for tilling early in the spring and then gardeners pay \$6 each when they take to their gardens to reimburse the company.

#### Can Employee Gardens Improve Cash Flow?

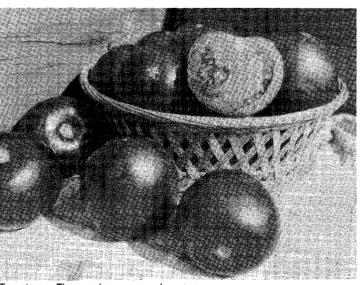
Jack Robinson, president of Garder for All, The National Association for Gardening, talks about an unusual eco nomic benefit for companies which ar serious about their employee gardens

"It's possible for companies to im prove their cash flow substantially b donating the development rights of th garden land to a public land trust or non profit group," he says.

"In many cases the development value of company-held land is 50 or 75 per cent of its fair-market value. So a profitable company can earn a sizeable tax deduction (and improve cash flow) by donating the development rights of a piece of property. The company should also be able to lower the local tax as sessment on the garden property since the land is much less valuable," Robinsin says.

"This is a terrific option for companies that are committed to providing garden space for employees," according to Robinson. "It's one of the directions we are pushing at Gardens for All to ensure permanent gardening opportunities for people who don't have land near their homes or apartments."

"New Directions," along with a special package of employee garden case histories, will be shipped in April to any NESRA member, for \$5. (Send requests to Larry Sommers, Employee Gardens, Gardens for All/The National Association for Gardening, 180 Flynn Ave., Burlington VT 05401.)



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ny's participation in this program, call Susan Petri at **(212) 935-4950.** \*per person, double (excluding airfare); effective April 1-Oct. 1, '83.

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of time, but how you
use the time available.

-Dr. Merrill Douglass, Founder, Time Management Center

# Interview

--with William T. Brooks, Vice President, Time Management Center

"Time is life.
And managing
time is
managing life."

ESM: How important is time management in building for excellence and realizing the six "p's" of professional productivity?

Brooks: Excellence and productivity are intertwined with the management of time. And, time affects and is affected by the six p's: purpose patterns, plans, parasites, performance and persistence.

People must learn how to effectively deal with the reality of environmentally imposed limitations such as the pressure of productivity amidst deadlines and interruptions. Most people claim experience to be the greatest teacher of productive skills. Unfortunately, experience's tuition is quite high. What I believe is that people can build for excellence and learn productive skills at a lesser cost.

ESM: Why is time management so important today?

Brooks: Time is life. And managing time is managing life. People want more to life today than work, so they must have more productive skills to provide them with more time.

Also, with other countries forging ahead, we've got increased pressure on productivity. This makes us more aware of problems, of the kind of behaviors—habits—we manifest.

We've gotten into a syndrome confusing activity and result. We react instead of pre-act. And this problem has become a national difficulty.

ESM: How can you prescribe a formula for productivity for the diverse individuals who comprise today's workforce?

Brooks: What I explain in my seminars are general rules applicable to everyone. For instance, to be productive, people must learn how to control the controllable. Phone calls

an be curtailed by standing proughout the discussion. Similarly, stand-up meetings result in east time wasted. And by handling each paper that comes across the lesk only once, more time is available for other responsibilities.

The most important way to understand time management is to understand the philosophy of time and ts relation to productivity. Greater productivity in less time is possible through planning, prioritizing, and delegating. It is so important to set goals and clarify paths to get you there. Not doing this is simply unproductive and time-wasting. As was said in *Alice In Wonderland*, "When you don't know where you're going, every road takes you there."

# ESM: How much time is wasted in today's work-place?

Brooks: Research indicate the average worker wastes 40% of the day. Managers are interrupted every three to nine minutes and it takes them twice as long to get back on track. The main problem is that we are unaware so much time is wasted.

## ESM: Does everyone waste time?

Brooks: At best, two out of ten people can be considered good time managers. And for those rare few, they can only benefit by fine-tuning their time management skills.

## ESM: Typically, how do we waste time?

Brooks: The three biggest problems, or parasites, are interruptions, meetings, and paperwork. We don't account for interruptions, we waste too much time on trivial things in meetings and because paperwork is often considered a hassle or important, but not urgent, we continue to put off its completion.

There are even more parasites: the telephone, drop-in visitors, lack of objectives, lack of delegation, personal disorganization, cluttered desks . . . The list is quite long.

Because we don't have a handle

on these things we tend to overschedule our workdays. In fact, 20– 45% of the day should be left open for crises.

# ESM: What is the best way to plan and prioritize?

Brooks: First of all, before the end of the workday, a daily list of things to do should be completed for the following day. This list should indicate priority responsibilities. Weekly objectives, which are achieved through the daily duties, must also be set.

If you aim at nothing, you'll hit it every time. In order to carefully plan, it is important to analyze how time is spent every day. Habits must be understood in order to modify behavior.

# ESM: Does effective time management help relieve stress?

Brooks: Yes. And I'm a living testimony to that. I got involved in time management in 1979. At that time, I was suffering from numerous stress-related problems, including colitis. Just to accomplish everything I wanted, I had to put in a 14–15 hour workday.

Then I attended a time management seminar and found that there's (continued on following page)

"If you aim at nothing, you'll hit it every time."



William T. Brooks

William T. Brooks, Vice President, Time Management Center will explain "The Six P's of Professional Productivity" at NESRA's 42nd Annual Conference and Exhibit in Columbus, Ohio on Friday, May 6, 1983. Brooks conducts more than 100 time management seminars and speeches every year using a results-oriented approach. His unique

background in sales, sales management, coaching as well as personnel administration combine to make Brooks an effective seminar leader.

Brooks is a member of the National Speakers Association, American Society for Training and Development, American Football Coaches Association and International Platform Association. He holds a Bachelor's degree in Sociology and Anthropology from Gettysburg College and a Master's degree in education from Syracuse University.

A recipient of the "Outstanding Young Men of America" award in 1977, Brooks was awarded the Certified Trainer of the Year Award from the Time Management Center in 1981. "And it was after I learned how to manage my time that I saw considerable physical and mental health improvements."

more to work than the Protestant Ethic. Working hard is only part of it. Working smart is where the answer is. Effectiveness and efficiency are the keys to productivity.

And it was after I learned how to manage my time that I saw considerable physical and mental health improvements.

ESM: Specifically, what kind of improvements can people expect after attending the NESRA conference session "The Six P's of Professional"

#### Productivity"?

Brooks: Of course, in an hour and a half, no radical changes can be expected. But, by understanding general concepts and the six "p's" some improvement may be realized.

Because more time is needed to get a handle on time management, a cassette-album featuring a six-hour seminar on "The New Time Management: What Will You Accomplish With Two Extra Hours Every Day?" will be available for sale at the conference.

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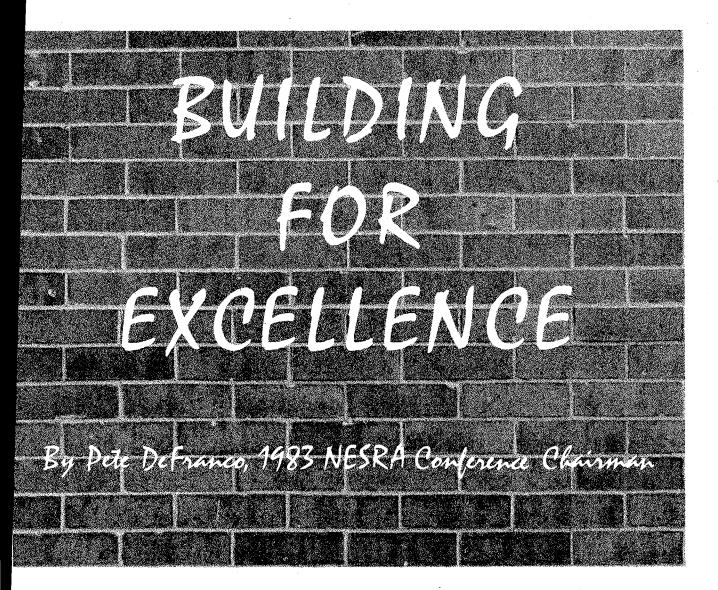
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Some of the individuals attending the 42nd Annual NESRA Conference and Exhibit will be employee services and recreation administrators. Others will call themselves professionals in personnel who wear many hats. Still others will come to Columbus after serving their employee associations as volunteers.

Though the conference attendees herald from different regions of the North American Continent, different work environments and different career positions, all of the delegates have one thing in common: a hunger for knowledge.

Delegates' palates will indeed be satisfied May 5–8, 1983 at the Hyatt Regency Columbus as they feast on a smorgasbord of ideas and information presented by experts and professionals in such areas of expertise as management, human resources, employee services, and leisure and recreation.

The diversified areas of expertise echo the vast and varied backgrounds of those who will be attending the NESRA conference. Unlike so many professionals today, NESRA members are not limited specialists, but rather are generalists. They are administrators, communicators, counselors, financial controllers, activities programmers, marketing personnel and health and safety

directors. For these multi-faceted individuals, the NESRA Conference Committee will whet their appetites and satisfy their needs to know in four key areas: 1) administrative strategies; 2) program development; 3) managing what you have and hanging on to future business; and 4) evaluation techniques of sound business effectiveness.

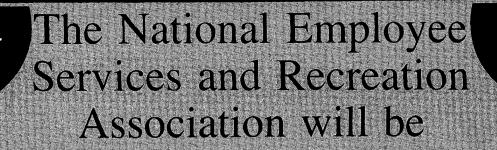
Specifically, the conference planning team has identified and focused on these specific areas to build an agenda and pique the interest of the delegates. The first priority in planning was to isolate topics identifiable to delegates as interesting and of value to help them begin building for excellence by understanding and implementing the ideas presented. Through the sessions, delegates will be provided with accurate, updated, useful information in order to maintain an excellence long past the conference.

All of the scheduled sessions speak to today's workforce—a workforce that demands a quality of work life; and, in fact, more out of their own life than just work. They want services and recreational outlets, and they want them provided by the employer.

(continued on page 28)

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☐ Employee Recreation: Outlook for the Future A comparison of data compiled from membership surveys in 1974 and 1978. Covers activities, facilities, staff personnel, salaries, budgets, and more. 67 pages. \$5.00.	
☐ The Untapped Potential: Industrial Recreation Illustrated booklet based on a talk by Frank Flick, President of Flick-Reedy Corp. and the first NIRA (NESRA) Employer of the Year. \$3.00	NamePhone ()  CompanyAddressZip
☐ Motorola's Recreation Manual A comprehensive 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of onand off-site employee activities. \$35 for NESRA members; \$40 for non-members. Orders of 15 or more—30% discount	**Postage and handling is included in price of all pullications except textbook.  Return payment and order form to: National Employee Services and Recreation Association 20 N. Wacker Dr. • Chicago, IL 60606



'Building for Excellence'



COMMUNICATIONS HUMAN RESOURCES

MANAGEMENT PROBLEM VOLUNTEERS

BOTTOM LINE PRODUCTIVITY RETURN ON INVESTMENT LIFESTYLE

at its
42nd Annual Conference and
Exhibit
May 5–8, 1983
Hyatt Regency Columbus
Columbus, Ohio

NESRA

# PROGRAM

# 1982 NESRA Conference and Exhibit

#### Thursday, May 5, 1983

Registration Opens

#### 3:00 PM-3:30 PM

Speakers, Chairman, Vice-Chairmen Orientation

Familiarization to NESRA and the Conference—This orientation session is for first-time delegates, students. exhibitors and new members in NESRA.

#### 4:30 PM-6:00 PM

Conference Opening and General Session—"Developing Peak Performance—Building for Excellence,"

#### 6:00 PM-8:00 PM

Exhibit Hall Grand Opening

Get Acquainted Ho-Down"—A Western style get-together set in an atmosphere of genuine western fun. Guests are invited to don their jeans, western shirts and cowboy boots and mosey over to the Chuck Wagon for a down-

\*Sponsored by the Central Ohio Employee Services and Recreation Association (COESRA).\*

#### Friday, May 6, 1983

Exercise Session

#### 7:45 AM-8:45 AM

Regional Breakfasts

#### 9:00 AM-10:30 AM

"Six P's of Professional Productivity"—An effective administrator is one who can produce maximum output in an organized manner. This session will enlighten attendees to the six P's of productivity—Purpose, Patterns, Plans, Parasites, Performance and Persistence.

#### 10:45 AM-11:45 AM

"I Owe My Soul to the Company Store"—This session is designed to assist in developing goals, objectives and procedures while appealing to today's consumer through a company store. Discussion will focus on pricing principles, advertising policies, merchandise planning and mariaging store personnel. Handouts of business forms to implement in company stores will be included.

#### 12 Noon-1:30 PM

Management Luncheon

1:45 PM-2:35 PM

a) "Problem Solving Strategies for Employee Services and Recreation Personnel"—Attendees will better understand and discuss how situations become problems, input overload, decision models and strategies for coping with problems. Experiences and techniques will be shared to lead the participants in planning for practical application of the material covered.
b) "Volunteers—The Success of Our Programs"—Every successful employee services and recreation program relies on the use of dependable volunteers. This session will address ways to motivate, work with, and reward the volunteer.

c) "Chapter Development: What's in it For You?"-A look at how to start a NESRA Chapter in your area. This

2:45 PM—3:35 PM

a) "Non Job-Related Education Programs"—This session deals with types of adult education programs, such as language classes, investments and CPR training courses, which are of personal interest to your employees.
b) "Pre-Retirement Programming—Creating Your Future Now"—A presentation profile on pre-retirement education, training, and counseling. Topics include: background information for retirement programs, types of programs, typical costs incurred and achieving an effective program.
c) "Employee Fitness Programs—Where Do I Begin?"—The answers will be supplied to the often-asked questions: "How much will it cost?" "Where do I start?" and "How do I justify a program?"

session provides information on bylaws, dues, organization structure and benefits

3:45 PM-4:45 PM NESRA Annual Meeting

#### 5:00 PM-7:00 PM

Exhibit Hall Open-Wine & Cheese Reception

On Your Own

# PROCERAN

# 982 NESRA Conference and Exhibit

#### Saturday, May 7, 1983

Fun Run

8:30 AM-10:30 AM Exhibit Hall Open/Continental Breakfast

#### 10:45 AM-11:45 AM

'Human Resources Management and Employee Services—Meeting the Needs of Today's Workforce"—This session will highlight the ever-increasing importance of the role of employee services and recreation in managing today's—and tomorrow's—employees.

#### 11:45 AM-1:00 PM

CESRA/L Luncheon

#### 11:45 AM-1:00 PM

Lunch On Your Own

- a) "An Employee Program That Makes a Difference" Employee Assistance Programs are becoming more and more common as employers realize the part they can play in helping employees deal with personal problems.
- b) "Current Issues in Health: Wellness Programs in Industry-Are These Programs Really Going to Make It?" The expansion of a wide variety of health and wellness programs has generated a number of issues in implementation and management within an organization. These issues will be addressed through examining program definitions and operations, the relation of these programs to existing company activities, and benefits—for employees and management.
  c) "Sports Programming"—A look at facility resources, scheduling techniques, risk prevention and first aid
- administration in the corporate sports program.

#### 2:00 PM-3:30 PM

Strategy Exchange—Informal discussions with experts in the following areas: Financial Resources, Urban Programs, Employee Associations, Liability, Travel, Fun Runs, Discount Services, Activity Promotion, Facilities, and CESRA/L. Groups will be divided according to company size: under 1,000, 1,001–5,000 and over 5,001.

#### 3:30 PM-5:30 PM

Exhibit Hall Open

#### 6:30 PM

Presidents' Ball Reception

#### 7:30 PM

Presidents' Ball-Dinner and Dancing

#### **Sunday, May 8, 1983**

#### 7:00 AM

Exercise Session

#### 9:00 AM-9:50 AM

- a) "Co-Sponsored Day Care: Easing the Minds of Employed Parents"—Assuming proper care for their children is a major concern of working parents. Co-sponsored day care helps solve that problem.
- b) "The Art of Negotiating"—Many different facets of programs involve strategic negotiations in order to assure success. This topic will help administrators gain the upper hand in negotiating business transactions.

#### 10:00 AM-10:50 AM

- a) "Putting "High-Tech" Into your Recreation Programming"—An in-depth look at how computers can enhance the administration of your recreation program with employee surveys, tournament scheduling, item sales and
- b) "Chapter Volunteer Leaders-a Round Table Discussion"-This session will provide an opportunity for board members of NESRA Chapters to discuss the challenges of Chapter leadership.

#### 11:00 AM-12:30 PM

Closing Brunch/Exhibitors' Door Prize Drawings.

### Registration

# The 42nd Annual NESRA Conference and Exhibit Hyatt Regency—Columbus, Ohio May 5-8, 1983

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## Registration Packages

#### —IMPORTANT— CIRCLE YOUR CATEGORY

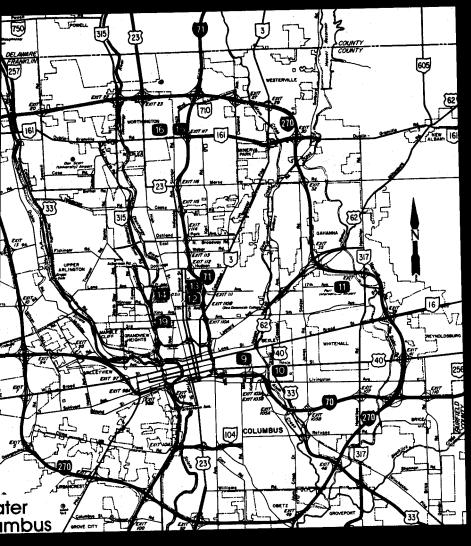
(Fee includes group meals and social functions)		
And the second s	Prior to April 1, 1983	After April 1, 1983
Delegate—NESRA member	\$170.00	\$180.00
Non-member delegate	****** \$190.00	\$200.00
Associate Members not exhibiting	****** \$275.00	\$300.00
Commercial attendees not exhibiting ,	\$300.00	\$325.00
Spouses		\$ 95.00
Student Attendees	······ \$ 85.00	\$ 95.00
Retirees	· · · · · · \$ 75.00	\$ 75.00

Please include your check payable to: National Employee Services & Recreation Association. Advanced registration cannot be accepted without full payment in advance. You may register at conference time but with some inconvenience to you.

Mail checks and registration to: NESRA, 20 N. Wacker Dr., Suite 2020, Chicago, Illinois, 60606

Cancellation . . . Full registration will be refunded if cancellation is received postmarked no later than April 29, 1983. After this date full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1983

# ON THE TOWN



Consider... Columbus & we've' got it. all together

- State Capitol
- 2 James A. Rhodes Building
- 3 LeVeque Lincoln Tower & Palace Theatre
- 4 Ohio Theatre
- 5 The Centrum
- 6 Midland Patio
- 7 Center of Science and Industry
- Columbus Museum of Art
- 9 Franklin Park Conservatory

- Capital University
- Port Columbus International Airport
- 12 The Ohio State Fairgrounds
- 13 Ohio Historical Museum & Village
- 14 Ohio State University
- 15 French Market & The Continent
- Ohio Railway Museum
- 17 Columbus Zoo
- Muirfield Village
- 19 Victorian Village 20 Veterans Memorial
- 20 Veterans Memoria Building
- Riverfront Amphitheatre
- Avenue of the Flags
- 23 State Office Buildings
- 24 Main Post Office
- 25 Nationwide Plaza
- 26 Ohio Center
- Franklin County
  Justice Complex
  & Commons
- 28 German Village
- 29 Main Library



# NESRA . . . Discover Columbu,

Culture. Recreation. Education. Business. Industry. Spirit. Pride. These are the things of which Columbus is made.

There's a special quality of life in Columbus. It is influenced by many factors. It is a composite of opportunities and facilities. Columbus is known for its good things, its fine way of life.

Columbus is culture, in which a dynamic evolution of the arts has resulted in the creation of an exciting cultural frontier. It is recreation with the parks that surround Columbus providing a variety of recreational facilities—everything from paddle boats to tennis courts. It is education, with eight major colleges and universities in the Greater Columbus area and a combined enrollment of 60,000 students. It is business and industry with Columbus steadily growing as headquarters for national and international corporations. It is spirit, a spirit that sees an awakening of all that's new and a re-awakening of the glories of the past. And it is a pride . . . in accomplishments that stand out as pinnacles of progress.

#### **Special Attractions**

## CENTER OF SCIENCE AND INDUSTRY (COSI)

280 E. Broad St., Columbus, Ohio

Dreams come true at COSI, the Center of Science and Industry, one of only four science-technology centers in the entire Midwest. If your fantasy is leaning back in a space capsule that's seemingly skyrocketing into the heavens, jumping onto the deck and taking hold of the helm of an old clipper ship, exploring the universe and the depths of the coal mine, then playing computerized Energy Hangman . . . COSI's the place for you. Over 100,000 square feet of exciting and dynamic participatory exhibits, demonstrations and shows spark your curiosity.

Open Monday-Saturday 10-5, Sunday 1-5:30. Admission adults \$3.50, students & sr citizens \$2. \$10 family (immediate family only) Battelle Planetarium, U.S. Presidents, Coal

Mine, Triumph of Man, Transparent Woman, Chem-Mystery Show and more.

#### THE CENTRUM at Capitol South Town & High Sts. 461-6466

A year-round center of leisure and recreational activity in winter, an open-air ice arena for ice skating. In warm weather, outdoor cafe, cultural and sports exhibitors, roller skating and many other open-air activities. Cafe on the Centrum open 12 noon-10 pm.

#### **COLUMBUS ZOO**

9990 Riverside Drive, Powell, Ohio 889-9471. Open Daily: 10 am-5 pm—Winter; 10 am-7 pm—Memorial Day-Labor Day. Group rates available. SPECIAL BUS TOURS—Pick up downtown locations: Members \$5.50; Non-Members \$7.00.

#### THE CONTINENT

Busch Boulevard & Route 161, 846-0418 A uniquely special shopping experience set in an olde European atmosphere. A "Little City in The Corner of Town" with 30 quality stores with an array of clothing, jewelry, cosmetics, and fine gifts. Seven cinemas, three restaurants, a comedy club, and eight cafes individually styled and satisfying every plate. The home of The French Market and The Continental Athletic Club Hours M-Sa 10 am-9 pm Su Noon-6 pm.

#### FRANKLIN PARK CONSERVATORY AND GARDEN CENTER

1777 E. Broad St., Columbus, Ohio 222-7447 Open daily 10-4 Free admission.

#### THE FRENCH MARKET

Busch Boulevard and Route 161, 846-0418 Part of The Continent with 38 shops comprising cafes, foods, wines and culinary utensils in a Farmer's Market setting. Take a little taste from around the world all under one roof. Hours; M-Th 10 am-9 pm; F-Sa 10 am. Su 11 am-7 pm.

#### **GERMAN VILLAGE**

Situated six blocks south of the State Capitol Building. A 233-acre restored nineteenth century German community containing private homes, shops and restaurants. Open year round. The German Village Society, 624 S. Third St., 221-8888, is the center of information and tour activity. Group tours available by advance reservation.

#### **OHIO STATE UNIVERSITY**

Public Affairs Dept.

Lincoln Tower, Columbus, Ohio 422-0418 Free guided tours available for 15 or more. Monday-Friday 9-4.

#### **SCIOTO DOWNS**

6000 South High Street, Columbus, Ohio Featuring two of the world's largest and finest restaurants, Sciota Downs presents the excitement of major league harness racing with the sports premier trotters and pacers over the fastest five eights mile all-weather track in the world.

## DINING GUIDE TO DOWNTOWN COLUMBUS

The following dining guide has be prepared to acquaint visitors of C lumbus with a wide variety of eati and entertainment spots which bo some of the finest cuisine and niglife available anywhere. Whatev your mood, a quick lunch, an egant dinner, an intimate cocktail, a lively floor show, you will find establishment to suit your tastes

Area code for all phone numbers 614.

Abbreviations for credit cards: American Express; CB-Ca Blanche; DC-Diners Club; MC-Mater Charge; V-Visa; MO-Marath Oil.

#### Bernie's Bagels & Deli 67 East Gay Street 221-0071

New York style deli specializing in comnation deli sandwiches and fresh bagels. Luor, wine list and bar on premises. Dinnbegin at \$2.40. Informal, comfortable atn sphere; happy hour daily. Open 6 days week, M-F 7a-8p; Sa 8:30a-3p. No credit ca accepted.

#### Chintz Room (Lazarus Department Stores) South High & West Town 463-2288

An American restaurant specializing in hol cooked meats and fresh fish. Value pric Liquor, wine list. Children's plate availa for \$1.25. Open 7 days a week, lunch 11:31 2:30p, dinner M-Th 5-7:30 p, Sunday Brur 12 noon-3:30 p. Lazarus credit card Gara parking. Reservations accepted befor 11:30a. After 1:30p.

#### The Clock 161 N. High Street 461-9996

An American restaurant with a European cent. Specializing in steak, seafood, sala tortelini, beef, pork & chicken. Price of coners begin at \$4.95. Liquor, wine & bar premises. Open M-Th 7a-12 midnight. F, Su 11a-2:30a. Reservations accepted Visa, MC. Off street parking. Special dec

#### Glass Garden (Hyatt Regency Columbus) 350 North High Street

463-1234
An American restaurant specializing in sala sandwiches, coco fried shrimp (Big App

4 1 10

I.Y. strip sirloin. Also serve breakfast. Dinlers begin at \$3.95. Liquor, wine & bar on bremises. Open daily M-F 6:30a-2:30p—5p-2 mid. Sa & Su 6:30a-12 mid. Visa. MC, AE, DC, CB. Off street parking. Harpists peiodically during day.

#### Guido's Speakeasy 439 North High Street 221-4663

An Italian-American restaurant specializing in Italian food, steaks & sandwiches. Featuring a twenties decor. Liquor, wine list and bar on premises. Dinners begin at \$5.85. Open M-Th 11a-12 mid. F 11a-1a, Sa until 5p.

#### Ho Toy Restaurant 11 West State Street 224-6848

American and Chinese food. Specializing in authentic Cantonese family style dinners. Liquor, wine and bar on premises. M-Su 11a-11p. Visa and MC. Off street parking.

#### Isabella's (The Christopher Inn) 300 East Broad Street 461-0768

An American Restaurant specializing in fresh seafood, daily lunch and dinner specials. Dinners begin at \$9.95. Liquor, wine and bar on premises. Children's menu. Breakfast M-Sa 7a-10:45a, Su 8a-10:45a; Lunch M-Sa 11-2; Dinners M-F 5-10p; Sa 5-11p, Su 4:30-10p; Su Brunch 11a-2p. F Seafood Buffet 5-10p. Reservations accented MC. Visa, AE, DC. Free off street parking. Cocktail hour M-F 5-7. Entertainment.

#### Japanese Steak House 270 East Town Street 228-3030

A Japanese restaurant with dinners prepared at the table of specially trained Oriental chefs. Liquor, wine list and bar on premises. Dinners begin at \$7.95; children's plate ranges between \$3.50-\$5.70. Open 6 days a week, lunch M-F 11:30a-1:30p, dinner 5:30-9:30p, F&Sa 5:30-10:30p. Reservations accepted MC, Visa, AE, DC, CB. Parking available, free after 6pm.

#### Jong Mea Restaurant 747 East Broad Street 224-3883

A Chinese-American restaurant with candlelight dining specializing in authentic Cantonese cooking. Liquor, wine list and bar on premises. Dinners begin at \$2.50. Open 7 days a week. Su-Th 11:30a-1a. F & Sat 11:30a-2:30a. Reservations accepted MC, Visa, AE. Free off street parking.

#### Le'Cafe (Lazarus Department Stores) South High & West Town 463-2661

Classical cold buffet. Specializing in Charcuterie (Pate'). Dinners begin at \$5.75; children's buffet ½ price. Liquor and wine available. Open 7 days; M-Sa 11-2:30p; Su Brunch 12-3p; Dinner M&Th only 5p-7:30p. Piano daily, 11:30a-2:30p. Credit cards Lazarus only. Parking available.

#### L'Armagnac 121 South Sixth Street 221-4046

A French restaurant specializing in seasonal

game dishes, canetonroti aux cassis, ris de veau aux champignons, medallions d'agneau provencale. Dinners begin at \$27.50. Liquor, wine and bar on premises. Children's menu. Open T-Sa. Seatings 6p, 7p & 9:30 p. Reservations recommended. MC, Visa, AE, CB. Free off street parking.

#### Lums Restaurant 180 North High Street 469-0415

An American restaurant specializing in the Ollie burger, wiener-wald chicken and salad bar. Wine list available. Dinners range from \$3.95 to \$7.95, children's plate available from \$1.29 M-Th 7a-10p, F 7a-4p. Sa 10a-4a. Closed Su.

#### Mario's Internationale Restaurant 20 South Third Street 221-3850

A French & American restaurant with tableside cooking and specializing in Seafood Baranoff. Veal Piquante and Steak Diane. Liquor, wine list and bar on premises. Dinners begin at \$10.95. Scandinavia-style decor overlooking. Capitol Square in downtown Columbus. Open 6 days a week, lunch M-Sa 11:30a-2:30p; dinner M-Th 6-10p, F & Sa 6-11p. Reservations accepted for dinner only. MC, Visa, AE, DC. Free parking available after 6p.

#### Ohio Center 400 North High Street 461-8911

Seven restaurants of American and ethnic styles in an indoor open cafe motif. Open 6 days a week, M-F 10a-9p, Sa 10a-6p.

# One Nation One Nationwide Plaza, 38th Floor 221-0001

An American restaurant specializing in regional dishes from four areas of the United States, including country glazed pork loin roast. New England shore dinner, southern chicken and sausage fricassee Liquor, wine list and bar on premises. Dinners begin at \$3.25; children's plate. Reservations recommended MC, Visa. AE, DC. Off street parking M-Th lunch 11-3; dinner 5:30-11; lounge 11a-12p. F lounge 11-1a. Sa dinner 5:30-11; Sa lounge 5:30-1a, Su Brunch 11:30-3, Su Dinner 5:30-10; Sun lounge 11:30-11p.

#### The Palette (Columbus Museum of Art) 480 East Broad Street 221-6801

An American, a la carte style restaurant featuring homemade soups, salads, sandwiches. Lunches begin at \$3.00. Open T-F. 11:30a-1:30p, Sa & Su 12 noon-2p. No credit cards. Free off street parking.

# The Peppercorn Duck Club (Hyatt Regency Columbus) 350 North High Street

A specialty theme restaurant specializing in Roast Duckling, Veal Brindisi, Prime Rib plus Hyatt's Market Stand (Salad Bar) and desert bar . Liquor, wine list & bar on premises. Lunch begins at \$4.95, dinner at \$12.50.

Background music. All major credit cards. Reservations recommended. Off street parking.

#### Pipers (Holiday Inn City Centre) 175 East Town Street 221-3281 Ext. 7234

An American restaurant with dinner specials offered monthly. Liquor, wine list and bar on premises. Dinners begin at \$6.50; light entrees \$4.50, children's plate available at \$1.00-\$1.95. Open 7 days a week B/Lunch 6:30a-2p, dinners 5-10p. Reservations accepted, not required MC, Visa, AE, DC, CB. Free parking.

#### Twenty One (Sheraton Columbus) 50 North Third Street, 21st Floor 228-6060

A continental restaurant with tableside cooking specializing in prime rib, seafood, Steak Diane, Provimi Veal, Steak Au Poivre. Crepe Suzette Liquor, wine list and bar on premises. Dinner music, roof top dining, view of the city. Dinners begin at \$6.75. Open 7 days a week, lunch M-F 11a-2p, dinner Su-Sa 5:30-11p. Reservations recommended. MC, Visa, AE. Off street parking, free evenings.

#### Water Works 225 North Front Street 224-2444

An American restaurant known in Columbus for its intimate decor which allows you to dine in a bathtub, specializing in steaks and prime rib, seafood and chicken. Liquor, wine list and bar on premises. Dinners begin at \$6.95. Children's menu. Open 7 days a week. Reservations recommended Su 4-10p. M 4-11p. T-F 11a-12 mid, Sa 5p-12 mid MC, Visa, AE, DC, CB. Free off street parking.

### the ARTS menu

Make yourself comfortable—Columbus plans to whet visitors' appetites as they learn how "The Arts Menu" can add variety and excitement to a stay in Columbus.

## Listening Fare

## Columbus Symphony Orchestra

The Columbus Symphony Orchestra, is the largest performing arts organization in Central Ohio, is celebrating a "Season of Discovery" this year. The orchestra annually performs 22 symphonic concerts and 3 pops concerts at the Ohio Theatre, 3 chamber orchestra programs at Battelle Auditorium and a wide variety of concerts for young people, senior citizens, school audiences and other groups in locations throughout the greater Columbus area.

Opera/Columbus is the city's newest arts organization, dedicated to the performance of professional musical theatre. Another ear-

(continued on page 30)

# The NESRA President would like a word with you

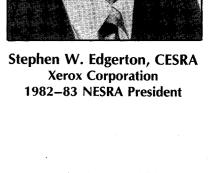
. . . about getting the most out of your conference experience

The following column is a reprint of the article, "making the Most of Your Conference Experience, "by Ronald C. Jones, CESRA, and NESRA Vice President of Finance and Treasurer. The original article appeared in the April 1982 issue of *EMPLOYEE SERVICES MANAGEMENT*.

Today, most organizations strongly encourage employees to pursue personal and professional development activities. Organizations that are concerned with the professional growth of their employees will either sponsor in-house training activities or bear the expense of outside seminars or learning experiences. The benefits of such personal and professional development activities to both the employee and the organization are numerous.

Employees keep abreast of recent developments in their field, discuss work-related problems or ac-

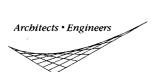
tivities with other professionals, maintain professional certification through continuous education, represent and generally enhance the reputation of their organization in professional circles and as a whole, become better informed and more well-rounded employees. The organization is also able to utilize the newly acquired professional knowledge and skills its employees develop. Participating in a professional development program by attending a conference offers an opportunity to learn and share realworld experiences and tried-and-



proven methods. In addition, any professional recognition that is obtained by an organization's employee reflects on the organization itself.

If your company is a member of the National Employee Services and Recreation Association, it realizes the importance of being affiliated with the organization which is the leader in the employee services and recreation field. Your membership in NESRA offers you an opportunity for professional development by providing our trade journal Employee Services Management

## professional services directory



# DANIEL F. TULLY ASSOCIATES, INC. SPECIALISTS IN RECREATIONAL FACILITIES

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lagazine and other educational ublications, obtaining professional ertification as a CESRA or CESRL nd using the services of the NESRA taff. Attending NESRA's National conference and Exhibit will offer you ne opportunity to meet people in our field from companies across the ation and even other countries to liscuss mutual problems and program possibilities.

If your organization is not a NESRA member, but is considering nembership, attending the National Conference and Exhibit in Columbus, Ohio May 5–8, 1983 would be an excellent opportunity to evaluate NESRA's professional services and learn how it can help your organization meet its goals and objectives.

I strongly encourage any individual who is truly interested in his or her own personal development and the professionalism of this organization, to attend the Columbus Conference and Exhibit. The conference program contains a variety of sessions for leaders in the field of employee services, employee recreation, personnel, employee relations, health and fitness. Volunteers, leaders of employee activities and clubs, and others concerned with building and maintaining a high degree of employee morale for their companies would also benefit by attending. In addition to meeting with a number of experts in our field, vou'll have the opportunity to introduce yourself to the NESRA staff and Board of Directors. Part of their jobs is to help you meet other members and make the most of your conference experience.

The importance of this annual event cannot be overstated. From the time the Conference and Exhibit opens on May 5 until it closes three days later, there is much to be gained and learned. Whether it's a session on employee assistance or beginning a fitness program, a walk through a colorful exhibit hall, a banquet, breakfast or social hour or just an informal discussion with a fellow delegate, this is your opportunity to learn as much as you can about NESRA and the field it represents.

It is a total learning and sharing experience.

One of the most outstanding benefits of attending a National Conference is the chance to meet the Exhibitors and Associate members of NESRA. There are several exhibit hall sessions scheduled throughout the conference to provide you with time to meet every exhibitor. Collect all the information you can about every supplier, even if their information seems outside your organization's current interests. The exhibitors provide recreation and employee service administrators with tips and ideas that you can incorporate into your activities to strengthen and expand your employee programs. Their products and services can help to enhance your program as much as the educational sessions will. They also help support NESRA, through their dues as Associate members, fees as exhibitors and advertising dollars in Employee Services Management.

#### TIPS ON ATTENDING

#### Pre-Conference

- Set your conference objectives.
- Obtain travel authorization from your company.
- Make travel plans early—Send your conference registration in early—Arrange for transportation and lodging. Determine whether you will need a rental car (transportation is provided to all conference functions).
- Coordinate your plans with other staff members from your organization who are attending.
- Leave your itinerary with your secretary or supervisor.
- Review expense reporting policy and procedures and obtain travel advance funds.

#### Conference Time

- Check into the hotel upon arrival.
- Check in at the Conference registration desk—pick up conference materials.
- Wear your badge for identification.

- Orient yourself with the hotel and conference facilities. Locate the meeting rooms and Exhibit Hall.
- Introduce yourself to other delegates.
- Attend the familiarization session and conference opening.
- Plan what sessions you will attend—set priorities. If you have other delegates from your organization present, cover separate sessions and exchange notes and materials. You may purchase tapes of any session you are unable to attend.
- Use meal and social times to share ideas and experiences with fellow delegates.
- Exchange business cards with delegates and exhibitors.
- Talk with students—many will be in attendance looking for internships or staff positions.
- Dress: most sessions are informal, however, you should plan to dress appropriately for dinners, the Management Luncheon and Presidents' Ball.
- Attend your regional breakfast and the NESRA Annual Meeting to meet others from your region and to better understand NESRA.
- Ask questions and participate in discussions at sessions.

#### Post-Conference

- Evaluate your conference experience.
- Organize your new-found information according to your goals and objectives.
- Complete all travel expense reports.
- Write a conference summary report for your association's Board of Directors and other corporation officials who have an interest in the program.
- Follow through with any commitments you made to fellow delegates for information and activity materials.



# **IDEAS CLINIC**



Melvin C. Byers, CESRA NESRA Consultant

I'm a student interested in furthering my studies in recreation. I am not quite sure which field of recreation would be most interesting and profitable for me. What advice could you give me regarding the course of action I should take?

As you already know, there are a number of recreational job classifications and studies to explore: commercial, education, sales, therapeutic, industrial and municipal, state, metropolitan and federal parks. There are other related occupations requiring some recreational training such as municipal forestry departments, open space and urban agencies, meeting coordinators, event promoters, sports announcers and writers, public relations and advertising professionals, programmers for condominium complexes and mobile courts, convention coordinators, travel agencies and government tourism departments.

Society's interests and involvements have experienced a considerable change in the last few decades. Without a doubt, as these changes occur, more opportunities in the fields of humanities and business will present themselves. In the health services arena, we see an exceptional expansion of therapeutic and recreational departments. In other areas, too, the needs for trained and experienced recreational personnel are increasing. Although present economic conditions have slowed hiring, the need for recreation professionals is there, and the future looks quite bright.

In so many categories of recreation, we keep hearing about administrative ability being a priority factor. Whenever new innovations are anticipated and changes required, it is the developer or administrator that seems most difficult to recruit and hire. This expertise comes only from a broader educational background, or from those individuals having successfully gained their talents in this direction.

As we review the leisure marketplace, there are some perplexing conditions evident. Although the public has reduced living costs and are seemingly cautious in most of their purchases, the leisure dollar spending shows little decline. In fact, it has increased in a variety of leisure markets. Health care and the physical fitness awareness market has done quite well considering the worldwide economic slow-down. Although these conditions may change, there does not appear to be any indication of a radical drop in the present or near future market situation.

In the national industrial field we are seeing some changes in employee recreational benefits. There appears to be two sectors gaining management's interests—employee services, which includes employee recreational benefits, and physical fitness programs.

One of the commercial recreational areas that seems in greater need for well-rounded recreational personnel is sales and sales promotion operations. Naturally, such applicants for these positions will need sales and marketing education, or sales experience, in addition to their recreational knowledge. As we take an overview of the parks' employment possibilities, the present picture is not encouraging, as is true with physical education in the school systems. The need is ever-present but the funds are not. This condition will change drastically when economic conditions become better. This will also usher in a shortage of prospective, professional applicants to fill these needs.

My advice regarding what course to take is to personally call upon and visit with professionals in whatever field of recreation is of interest to you. Most of these contacts will be willing to give you their thoughts and views concerning their own position and what lies ahead for future job opportunities in the field.

Contact the various professional associations serving the particular interest you have in mind. Also, seek advice from your university placement director and

(continued on page 28)

### Fitness/Health Bulletin



Richard M. Brown, CESRA Texas Instruments, Inc. NESRA Vice President Fitness and Health



## **NESRA To Conduct First Continuing Education Workshop**

Five hours of study at the NESRA Conference will provide continuing education units, a manual, t-shirt and certificate to those individuals who attend the intensive, interactive "Implementation of an Employee Health and Fitness Program," workshop, to be held on May 5, 1983 at the NESRA Conference and Exhibit 9:00 a.m. to 2:30 p.m. at the Hyatt Regency Columbus in Columbus, Ohio.

A NESRA first, this workshop schedule is as follows:

- I How to Analyze Your Corporation's Current Health Care Costs
- II How to Identify and Develop Management Support, Both Inside and Outside Your Corporation
- III The Elements of Program Development: Employee Surveys, Needs Assessment and Priorities
- IV Hands-On Demonstration and Participation—Methods, Techniques and Procedures Used in Medical Screening, Fitness Testing and Activity Sessions
- V Lunch
- VI Program Implementation
- VII Evaluation Techniques

Coordinating the Continuing Education Workshop will be Mike Bass, Fitness Representative and Director of the LIVING WELL Fitness/Health Program of the Phillips Pe-

troleum Company, Bartlesville, Oklahoma. Since its implementation, more than 3000 participants have completed the Phillips Petroleum fitness program. Because of its success, the fitness program has been extended to other Phillips' fields.

Bass is currently serving as Chairman of the Oklahoma Governor's Advisory Task Force on Physical Fitness and Sports. He also serves as advisor to LIVING WELL, Inc., an organization which assists in the implementation of fitness and health programs in business and industry. Bass received the NESRA Certificate of Excellence award in 1980 for the Phillips Petroleum "Operation Lifestyle" program.

With a Bachelor of Arts Degree in

Physical Education from Anderson College in Anderson, Indiana, Bass has also pursued graduate studies at Indiana University and Purdue University in physical education, health and recreation.

Because enrollment for the workshop is limited (approximately 30 persons can enter), pre-registration is required. Eligible registrants must be currently administering an employee services and recreation/fitness program. The fees for the five-hour continuing education workshop are as follows: \$75.00 for NESRA conference registered delegates and \$100.00 for non-registered conference delegates. A separate registration form from the NESRA Conference and Exhibit is required.

Make all checks payable to Wacker Drive, Suite 2020, Cl 15, 1983.			
Name			
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Highest Degree Completed _		***************************************	

### BUILDING FOR EXCELLENCE

(continued from page 15)

It is to those individuals responsible for satisfying employees that this conference speaks. Today's employee leaders will learn how to develop peak performance, build for excellence and learn about the six "P's" of professional productivity. They will also learn about human resources management and employee services, employee assistance programs and corporate day care. They will take home problem solving strategies and an art of negotiation. They will probe current issues in health and continue their education at the workshop, "Implementation of an Employee Health and Fitness Program." And if some questions still go unanswered, conference participants can attend a strategy exchange with topics ranging from discount services to liability, each discussion suited to their company size. They can even learn about high tech employee fitness and pre-retirement programming. And the list goes on . . .

This umbrella of educational sessions is designed to provide hands-on value to those in attendance. Delegates will have something to take home. The knowledge they gain will be useful and practical, not simply theoretical.

## Give your employees anything they want...

...for Christmas, birthdays, attendance or safety awards, sales incentives or any occasion to build morale. It's your employees' attitude that counts! Recognize your personnel and say "thank you" at the same time through our awards program. You select the price level that best suits your needs. Your employees then choose from a full color brochure within the category you selected, ranging from \$8.50 to \$50.00

Smith Enterprises is a leading supplier of awards and incentive programs to business and industry.

Want more information? Just call or write and we'll rush samples of our programs to you.



Rock Hill Industrial Park, P.O. Box 12066 Rock Hill, S.C. 29730, Ph. (803) 366-7101, TWX.#8106722511 And, for so many who will arrive in Columbus under both management directives to either maintain preser staff power or reduce it and pressure to curtail budge expenditures, NESRA offers its own economic plar "Nesranomics"—growth and productivity throug knowledge.

### **IDEAS CLINIC**

(continued from page 26)

question your professors regarding various sources to learn more about employment possibilities.

Ask to engage in job aptitude testing. You migh discover that your abilities and interests may change the course of action you now wish to pursue.

Offer to be a student intern, coach, instructor, or just an aid if only for the exposure you will gain. Take a lesser qualifying job, but one related to your goal, and then with foot-in-door your opportunities to sell yourself, your ideas, and your enthusiasm might just result in making a move upward and toward your goal. There are a host of opportunities now, and more in the future, but it will take self-salesmanship and determination on your part. All opportunities are not waiting for you, some you have to work at to develop.

### We Develop Memorias

Since 1905 Fox Photo has been in business developing America's memories.

Fox Photo is a proven leader in the photofinishing industry. Our quality products have kept us in the leadership position. We're so confident of our pictures we guarantee them, because we never settle for second best. Fox uses Kodak paper and chemicals exclusively. We maintain top-notch, state-of-the-art processing equipment. Our technicians are the best in the business.

Fox and You...a growing partnership.



Come by our booth (No. 65) at the NESRA Convention or for further information write:

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### EWS IN BRIEF

ontinued from page 6)

tating that communication in their rganizations is "not a two-way treet."

Some other findings of the IABC/ PFC survey are these. Employees re primarily interested in: organiational plans for the future (95.3%); roductivity improvement (90.3%): ersonnel policy and practices 89.8%); and four types of job-reated information (89.2% to 85.4%). They are least interested in human nterest stories and news about other employees. The preferred sources of information are, in this order: immediate supervisor; small group. meetings; top executives; embloyee handbooks and brochures; local employee publications; orientation programs; organization-wide employee publications; employee annual reports; and bulletin boards. Upward communication programs ranked near the bottom. Also ranking low (15th) in preference was the grapevine, though it was rated the second most important current source and 50% said it is accurate.

### Drop in America's Death Rate Reported

America's death rate dropped to a record low while life expectancy rose to a record high in 1979, according to the latest figures from the National Center for Health Statistics. Infant mortality also dropped to its lowest rate ever that year. The report says average life expectancy for people born in 1979 is 73.7 years—up about five months from 1978.

### Getting to Work Takes Average of 22 Minutes

The average American travels 11.1 miles to get to work, and the trip takes 22.5 minutes, the Census Bureau reports.

According to the Washington Report, the average time and distance for those who walk to work are 10.8 minutes and 0.7 miles; for urban commuters, 23.1 minutes and 8.8 miles; for suburban commuters, 24.2

minutes and 12.6 miles; and for train traveler, 60.1 minutes and 34.2 miles.

Other categories are: bicycles, 17.3 minutes, 2.8 miles; motorcycles, 19.5 minutes, 9.4 miles; taxicabs, 15 minutes, 3.4 miles; bus or streetcar, 38.3 minutes, 9.6 miles; subway, 46.8 minutes, 12.2 miles.

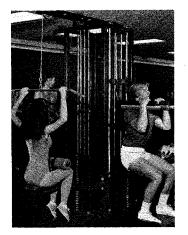
The Census report is based on 1979 figures. The bureau's last re-

port was in 1974. During that period, the proportion of those using car pools to get to work rose from 14 percent to 17 percent. The study also found that men are more likely to drive alone to work, and women are more likely to use public transpotation.

(continued on following page)



## ...AND THE PLEASURE



Employee Fitness Centers can be profitable. a vibrant, healthy workforce will raise your productivity. But — setting it all up can be a pain.

Not with **POLARIS.** Our professional staff will help you with every aspect of your Fitness Center. We don't just build machines. We build total Fitness Systems...around *You* ...to your unique demands.

You'll find our selection of equipment extensive and our free space, budget and planning assistance the most comprehensive in the industry.

Let **POLARIS** Make Your Fitness Center... Painless!

**POLARIS** 

5334 BANKS STREET SAN DIEGO, CA 92110 (714) 297-4349 pleasing ensemble is the Pro Musica Chamber Orchestra of Columbus. Their repertoire spans 400 years of musical composition, from the Baroque to 20th century music.

### Dance Delights

### **Ballet Metropolitan**

Ballet Met is Columbus' resident professional ballet company. Entering its fifth season, the company offers a varied repertoire of classical, contemporary, folk and dramatic works drawn from a cross section of American and European choreographers. Season runs October through May.

### **Dancentral**

For nearly ten years Maggie Patton has been the dynamic force behind Dancentral, Columbus' modern dance company. The exciting programs in Dancentral's repertoire appeal to a wide variety of audiences; the singular tongue-in-cheek quality provide a refreshing alternative for novice dance fans and devotees alike.

### Center Stage

### **Players Theatre**

Players Theatre of Columbus, regarded as one of the most unique and ambitious groups

of its kind in the nation, has provided Central Ohio with superb theatre for fifty-nine years. PTC has presented four world premieres, one of the first American productions of *DA* and over 15 Columbus premieres. PTC's season runs September through June.

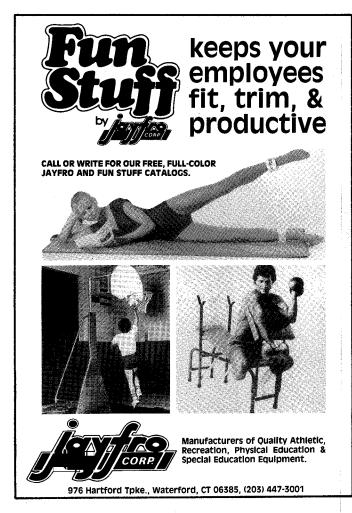
### Columbus Junior Theatre of the Arts

The Columbus Junior Theatre of the Arts is a children's theatre and theatre arts school whose purpose is to provide dramatic arts opportunities for young people ages 2 through 18. CJTA sponsors professional touring, children's performances and teaches theatre arts classes for the community as well as in Columbus area schools.

### Savory Exhibits

### **Columbus Museum of Art**

The Columbus Museum of Art offers a broad selection of works—from medieval stone figures and gold-leaf Renaissance panel paintings to contemporary kinetic sculpture and large-scale abstract paintings. The permanent collection consists of 16th-20th century European paintings, drawings and prints; 19th and 20th century American paintings, works on paper and sculpture as well as Chinese and Japanese art. Much of the growing sculpture collection is exhibited both in the newly-landscaped sculpture park and garden and in Derby Court.



### NEWS IN BRIEF

(continued from previous page)

### Planning Retirement Planning

Personnel specialists, employe services directors and employe benefits managers can meet the h man resource challenges of the eighties by providing retirement planning programs to employed while gaining the benefits of in proved employee loyalty, morale and productivity from a segment of the workforce whose time has come. For a minimal cost per person, management can ease employees' transitions into a new way of life: retirement.

The Action for Independent Maturity (AIM), a nonprofit, nonpartisal group devoted to the needs of people between 50 and 65, is now of fering two-day conferences on "How to Run Successful Retirement Planning Programs," and five-day retirement leadership courses across the country.

The comprehensive program for human relations professionals and adult educators covers pre-retirement basics such as aging demographics, middle age awareness, retirement trends, social security and medicare and the critical need for planning. For 1983, in May, AIM will sponsor conferences in San Francisco and New York City; in June, Chicago and Washington, DC; in October, Houston; and in November, Chicago, Miami and Boston.

Retirement draws closer every day for millions of workers. If the transition is to be successful, they need leaders to help them plan ahead. At AIM's five-day retirement planning course, managers can learn how to organize a retirement planning seminar effectively. In 1983, the following cities will host AIM training programs: Tarrytown, New York, April 10–15; and Washington, DC, May 1–6.

For more information and additional sites for training courses and conferences, contact AIM at 1909 K Street NW, Washington, DC 20049 or (202) 728-4466. (An incorrect address was previously reported in November, 1982, ESM.)

### **NEW PRODUCT GUIDE**

### New Vertical Climbing Exercise Machine Provides Total Fitness Workout

Heart Rate, Inc., a Costa Mesa, California manufacturer of physical fitness instruments and equipment, has recently introduced a new exercise machine that utilizes one of the most natural and intensive activities to which the body can be subjected—vertical climbing.

Called the Versa-Climber, it is the first known machine using this form of exercise activity. Versa-Climber is compact and easy to use, requiring only four feet by four feet of floor space and eight or nine feet of vertical clearance, depending on the model. It can be used by the elite or amateur athlete, as well as any individual seeking an improved Cardio-Respiratory or physical condition.



The machine is driven by the person climbing and is designed to provide an alternating arm and leg action with variable resistance, stroke and speed that contracts all of the major skeletal muscles of the body. It accommodates four fundamental exercise modes, including aerobic and anaerobic training for Cardio-Respiratory improvements, as well as strength and muscular endurance for body conditioning, physical fitness and general health.

A computer, built into the ma-

chine, monitors exercise activity and displays exercise time, as well as climb and stroke rates, total distance and strokes. An audible electronic metronome can be set for paced exercise. This permits the exerciser to establish a goal and monitor his or her own performance. The electronics are completely selfcontained and require no external electricals.

### Swersey's Announces New Easter Gift Packages

Swersey's Chocolate announces three new items for their upcoming Easter brochure. In addition to their wide selection of chocolate novelties including chocolate bunnies, gourmet jelly beans, plush rabbits, and foiled milk chocolate easter eggs, Swersey's will be adding the following items to give to the children this Easter: A take-apart sand toy in the shape of an animated cowboy and baseball player topped with jelly eggs, bunny pop and chocolate marshmallow bunny; an 18" inch high big bird hand puppet basket and plush clown basket filled with Easter goodies and a coloring book; and, plastic animal chairs in the shape of a bear and puppy wrapped in an Easter bag and bow, holding Easter goodies on the seat.

Easter is the ideal time for your association to offer employees traditional gifts at discount prices. Call 212/497-8800, collect, for further details.

### Tennis Partner Aimed At Improving User's Game

Esselte Sport, a leading manufacturer of sporting goods and exercise equipment located in Hasbrouck Heights, New Jersey, has introduced Tennis Partner, a revolutionary new Swedish concept designed to develop the skills of beginner and advanced tennis players.

Esselte Tennis Partner's reinforced weather resistant PVC sur-

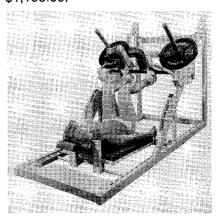
face and innovative engineering insures the ball will return to the player at the same speed and the correct height to practice and improve serves, volleys, ground strokes and slam shots.



Tennis Partner is portable, it requires a space no larger than 8 ft.  $\times$  13 ft. For more information and a free color brochure, send a stamped self-addressed envelope to: Kassal Enterprises, Ltd. Box 92, Hasbrouck Heights, N.J. 07604.

### Newmark Offers New Fitness Equipment

Newmark Industries Inc., Blue Springs, Missouri introduces the Newmark Power Sled. Shown in the hip sled position, the unit can also be used in the leg sled position and hack squat position. This unit features 42" width, solid steel rollers and smooth action. Total cost is \$1,195.00.



### **NESRA CALENDAR**

Drop in on fellow NESRA members when in the area. Check the "NESRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CESRL (213) 354-5367 or Jim Mowery (213) 843-2858.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Sue Potter—(614) 227-6417

**Dallas-Ft. Worth Metroplex Recreation Council**/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Mickey Negron—(214) 828-7130.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact George Mullen—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

**Employee Services and Recreation Orange County**/ Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 496-6061

**Greater Los Angeles Area Industrial Recreation Council**/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-3938.

**Metro Employees Recreation Chapter**/Houston, Texas. Meets on the third Thursday of the month. Contact Laura Davis—(713) 754-5825.

**Minnesota Employee Recreation and Services Council**/St. Paul, Minnesota, meets on the third Thursday of the month. Contact Ralph Ferrara—(612) 540-7370.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meet on the second Tuesday of the month. Contact John Bonner—-(602 262-6541.

San Antonio Corporate Recreation Association/San Antonio, Texas, meets on the second Wednesday of the month. Contact Hector Luna—(512) 690-2311.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

**Seattle Metropolitan Industrial Recreation Chapter**/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosho—(206) 621-6869.

**Toledo Industrial Recreation and Employees Services Council**/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt— (408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

### Conferences and Exhibits

**Region VII Conference and Exhibit** will be held September 8–11, 1983 at the Sheraton Harbor Island, San Diego, California. For further information contact NESRA headquarters.

**42nd Annual NESRA Conference and Exhibit** will be held May 5–8, 1983, Columbus, Ohio. For further information contact the NESRA office at (312) 346-7575.

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## SERVICES & ACTIVITIES

### Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**EMPLOYEE SERVICES MAN- AGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to EM-PLOYEE SERVICES MANAGE-MENT, Keynotes, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Con- tests**—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Free Clerical Services**—Provided by NESRA for intra-membership communication.

**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops— NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

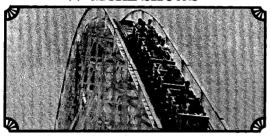
**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.



# GVE EM A WHOLE DAY OF FAMILY FUN



\* MORE SHOWS



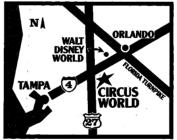
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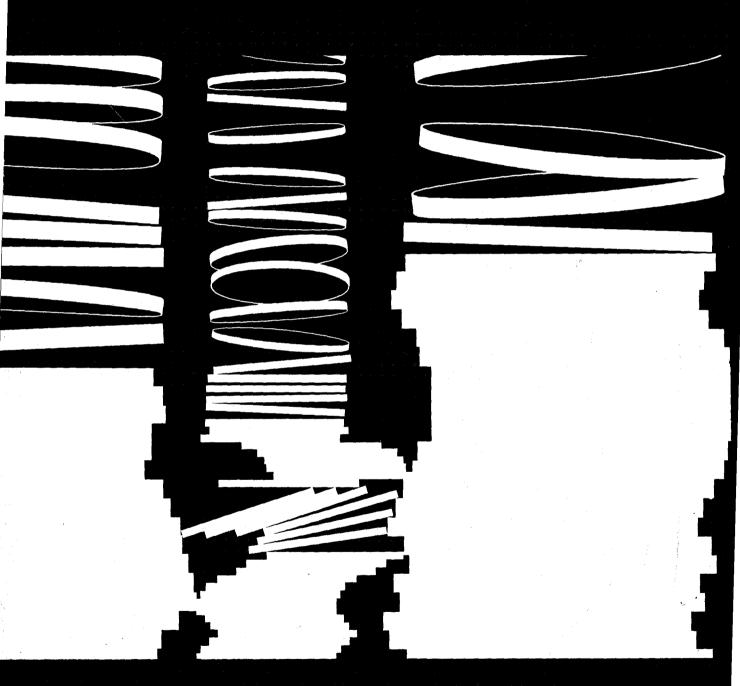
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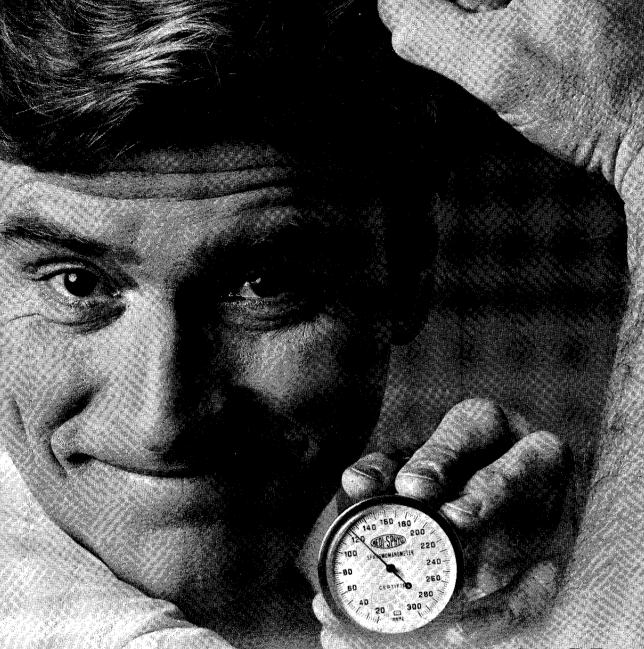
## zmployee Cervices

Management HEALTH AND EDUCATION

APRIL 1983



COUNTING ON DISCOUNT SERVICES



## GIVE YOUR EMPLOYEES AN EXTRA CHECK THIS MONTH.

High Blood Pressure kills thousands of men and women each year. It strikes without warning in many ways—including stroke, heart attack, and kidney failure.

You can help your employees fight the Silent Killer by setting up a blood pressure checkup program at your workplace. Send for your employer guideline booklet today.

And give your employees a check that can save their lives.

Please send me a DETECTION AND	O CÓNTROL AT	THE WORK	PLACE."
Name Title			
Company			
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Mail to: Gerald J.			itizens
For The Treatmer	nt Of High Blood F	Pressure, Inc., 04, Washingto	



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**Build for Excellence at** NESRA's 42nd Annual Conference and Exhibit, May 5-8, 1983, Columbus, Ohio.



The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Employee Services Management is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

JOURNAL OF EMPLOYEE RECREATION Management HEALTH AND EDUCATION

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### In this issue . . .



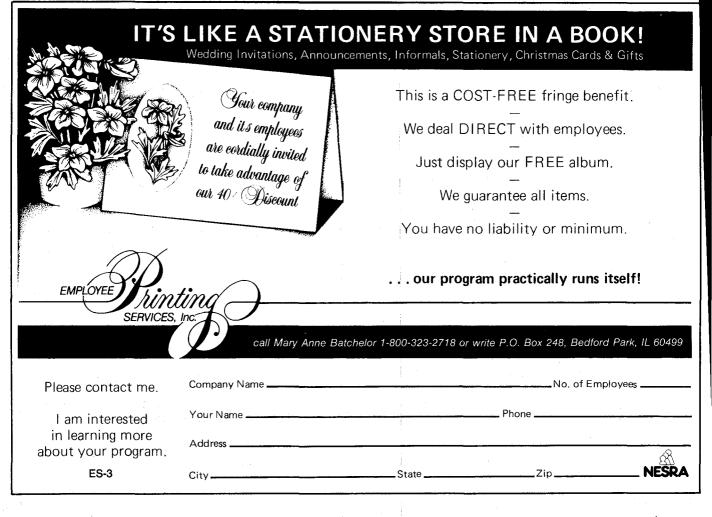
Employee services personnel can count on discount services. Discount programs not only render the quantifiable evidence so crucial in securing management's support for employee programs, but they also attract a large sector of the employee population and can provide the additional funds needed to coordinate a vast array of employee services, programs and activities.

"Counting on Discount Services," this issue's cover story, looks at the five- and six-digit cost-savings figures employees of NESRA member companies realize through what is most probably the most well-received employee service—discount programs.

In addition to raising funds through discount services, the Michigan Bell Telephone Company has raised about \$100,000 from video games. The story of their arcade adventure is told in the article, "A Video Venture."

Employee benefits cost American employers about \$540 billion in 1982, \$55 billion more than the previous year. In the article, "The Benefit Bonanza," Fred D. Lindsey, a retired statistician, explains how employee benefits add one third to payroll costs.

Also in this issue are the 1983 Exhibitors' Directory for NESRA's 42nd Annual Conference and Exhibit in Columbus, Ohio and the conference program and registration form.



## Employee Services JOURNAL OF EMPLOYEE RECREATION Management HEALTH AND EDUCATION

**April 1983 ● Volume 26 ● No. 3** 

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Journal of the National Employee Services and Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee services, recreation and fitness programs are essential to effective personnel management.

## Know us by the companies we keep



The National Employee Services and Recreation Association is known by the companies it keeps-year after year. Over 2,200

members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.



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### **NEWS IN BRIEF**

### Heart Attacks Don't Rest on Weekend, Study Says

More men die of heart attacks on Saturday than any other day of the week, Mayo Clinic researchers say.

And doctors acknowledge that fat people are more susceptible to heart disease—but admit they aren't quite sure why.

The Chicago Sun-Times reported the Mayo Clinic proceedings on a 25-year study of heart attack victims, in which doctors at the Rochester, Minnesota, facility said their finding that Saturday is the most critical for men was based on a study of 1,054 sudden cardiac deaths from 1950 until 1975.

The researchers wrote that the results might be interpreted as meaning "the home environment is more stressful than the work environment"—for men.

The study of people both with and without histories of heart disease showed that 119 men died on Saturdays, 110 on Sundays, 100 on Mondays, 102 on Tuesdays, 97 on Wednesdays, 92 on Thursdays and 84 on Fridays.

But the pattern seemed to be reversed for women. Of those studied, 48 had sudden heart deaths on Saturdays, 45 on Sundays, 63 on Wednesdays and 60 on Fridays.

"Although some investigations have implied that stress factors in the work environment may be important" in the development of coronary heart disease, the Mayo study "would argue against such a possibility," the report said.

The report noted that a British study showed a moderate increase in sudden heart deaths on Saturdays, many "associated with Saturday nights, a large meal and high alcohol intake."

"If these factors are important in the cause of sudden cardiac death, then it might be that the way in which people choose to cope with stress is more harmful than the stress itself," the Mayo researchers wrote.

The Mayo study's findings contradicted a Canadian study of former Royal Canadian Air Force pilots, which indicated that Monday was the leading day for sudden death from heart attacks.

At the annual scientific session of the American Heart Association in Dallas, Dr. W. Virgil Brown, professor at the Mount Sinai School of Medicine in New York, said there generally is more of a chance of cardiovascular disease as body weight rises.

### Need for Technical Employees to Increase by 1987

Business leaders expect their need for employees with technical degrees to increase 31% within the next five (continued on following page)

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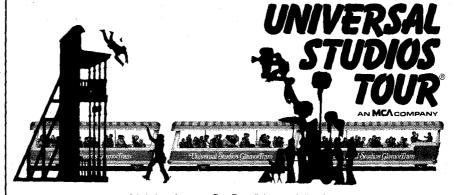
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### **NEWS IN BRIEF**

(continued from previous page)

years, according to "A Look Into the Future," a special Northwestern University Endicott Report survey of 112 corporate personnel executives, which appeared in a recent issue of *Personnel Management—Policies and Practices*. For most of the respondents, the next five years will be a period of considerable business growth: Much growth is expected by 25% of the companies,

while 40% expect moderate growth.

More than half of the respondents, however, also expect shortages of graduates in engineering, computer science and electronics and energy fields by 1987.

The 45% of respondents who agreed to make a ten-year prediction said that by 1992 the number of grads they hire with technical degrees will increase 47%. What can be done to meet the expected increased need for graduates with technical degrees? Respondents suggested various forms of financial aid

to colleges from industry, an increase in work-study programs, and improved cooperation between colleges and industry through more involvement by company management in teaching, research, and discussion with faculty members and students.

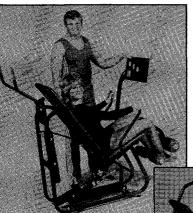
### 11 Major Forces Created Present Human Climate, Says PR Executive

Philip Lesly, President of the Philip Lesly Company in Chicago recently isolated the eleven major forces that he says have created the present human climate at a world conference in Brazil recently. The eleven forces as reported in Association Trends are as follows:

- 1. Accelerated technology, which has vastly expanded the area in which people move, has multiplied the conveniences available to them, and has overcome many threats to health and life.
- 2. Availability of a higher living standard, activating those who attain it and building explosive frustration among those who do not.
- 3. Mass education, which has made millions feel that they are special, and therefore should have a say about everything. It has also expanded expectations greatly.
- 4. Television, which has probably been the most influential single factor. It attunes everyone to visibility and action, rather than to thoughtfulness and contemplation. People now expect immediate information and immediate answers on every subject. Television plays on emotions rather than on facts and logic. Rural people get the same information as city people.
- 5. Glorification of democracy, conveying the sense that every individual can interfere with any process—demand, block, sue, or harass.
- 6. Vast expansion of the social and economic structure.
- 7. The management revolution, which has placed in control of organizations and institutions people who are supremely practical minded and tend not to be attuned to the revolution of attitudes around them.
  - 8. Buildup of a "New Class" of

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- 9. A universal "sense of entitlement," the feeling that "I'll get mine" and that society owes everyone what he or she wants, thus justifying grasping and cheating at all levels.
- 10. The sexual revolution, helped by easy contraception and propelled by a sense that everyone is entitled to whatever makes him or her feel good.
- 11. Reversal of automatic progress. The drive toward entitlement and always getting more is running into shrinking reality. People's psyches have been shocked and accommodations haven't yet been made in their attitudes.

According to Lesly, new dilemmas have been created by this formidable array of simultaneous and interlocking forces that have transformed the frame of mind of people all over the world.

### Legislators Study Establishment of National Institute of Addiction

With alcohol and drug addiction reportedly costing the nation \$50 billion a year in health care costs, accidents, violence and loss of productivity, concerned legislators on Capitol Hill are considering the establishment of a National Institute of Addiction.

The idea comes from Joseph Califano, ex-secretary for Health, Education and Welfare, who proposed the creation of such an institute during testimony before a Senate committee. Under the Reagan Administration, funds for alcohol and drug services this fiscal year have been cut by 25%, compared to 81-82. Such services have been turned over to the states as block grants.



If you thought you took a lot home from Orlando, just wait until you arrive in Columbus. NESRA has big plans for the 42nd Annual Conference and Exhibit, May 5-8, 1983 at the Hyatt Regency in Columbus, Ohio.

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### NESRA NEWS

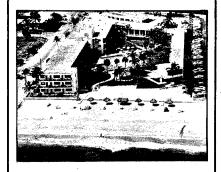
### Woody Hayes to Speak at CESRA/L Luncheon

The twenty-eight year head football coach of Ohio State University, Wayne Woodrow "Woody" Hayes will address employee services and recreation administrators and leaders at the CESRA/L Luncheon on May 7, 1983 at the National Employee Services and Recreation Association's 42nd Annual Conference and Exhibit in Columbus, Ohio.

Holding the third longest coaching record in Big Ten football history, Hayes will speak to luncheon attendees on "Building for Excellence." With 238 wins, Hayes ranks fourth among all major college coaches in terms of victories.

Under Hayes, Ohio State football achieved a degree of excellence un-

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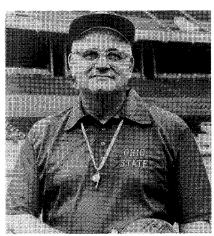
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matched in the University's rich athletic history. Winning seasons and conference championships were a familiar part of the Buckeye football scene under Hayes.

Hayes record at Ohio State was a remarkable 205 wins, 61 losses and 10 ties, a winning percentage of .706. His Big Ten record was 152-37-7. While he coached Ohio State, the Buckeyes led the nation in attendance per home game 21 times in 28 years.



**Woody Hayes** 

Numerous honors were won by Coach Hayes and by his Ohio State teams. He was named "College Coach of the Year" in 1957 and 1975. He coached three Heisman Award winners and 56 first team All-Americans. He is a past president of the National Football Coaches Association.

His Ohio State teams won three national championships; 13 Big Ten championships; won a record 17 straight games two different times; and played in 11 bowl games: eight Rose Bowls, one Orange Bowl, one Sugar Bowl and one Gator Bowl. Ohio State is the only eastern team in the history of the Rose Bowl to make four consecutive appearances.

Hayes is a 1935 graduate of Dension University. He also holds an M.A. degree in education administration from Ohio State.

Hayes began his coaching career in 1935 as assistant at Mingo Junction in Ohio. His first head coaching job came in 1938 at New Philadelphia High. Later, his alma mater, Dension University gave him his first opportunity to be a head coach in college in 1946. Three years at Dension and two at Miami set the stage for his 1951 debut at Ohio State.

### MARES Announces New Officers

The Massachusettes Association for Recreation and Employee Service (MARES), a NESRA Region I chapter recently announced its newly-elected officers: President—Linda A. Marchi Avco Systems Division; Vice President—Kathleen A. Carney, Honeywell Information Systems, Inc.; Treasurer—John Randall, Codex Corporation; and Secretary—Teresa Dougherty, Kendall Company.

### McCulloch Steps In As New CESRA/L Director

"We've got to make more people aware of the need for professionalization in our field," said the new CESRA/L Committee Chairperson, Helen McCulloch. "Our main goal is to make more people aware of the certification program for employee services and recreation administrators (CESRAs) and leaders (CESRLs).

"Of course, with the committee, I'll continue to strive for improvement in the professional examination," she added.

A past NESRA Region III Director. McCulloch assumed the position of CESRA/L Committee Chairperson in January, 1983. Among the duties facing her include: chairing the certification committee, conducting the CESRA/L Annual Meeting at the NESRA Annual Conference and Exhibit, accepting and distributing certification applications to the committee for review and grading, notifying applicants of their pass/fail status, awarding new CESRAs and CESRLs their certification, and monitoring the recertification program for existing CESRA/ Ls. McCulloch will work directly with NESRA's Vice President of Research and Professional Development, Alice Bucca.

"I plan to work with the committee in improving the examination for certification," said McCulloch. "All of us in the committee want to develop a highcaliber examination that emphasizes professionalism. But above all, we want the test to be a learning experience for those persons involved in employee services and recreation."

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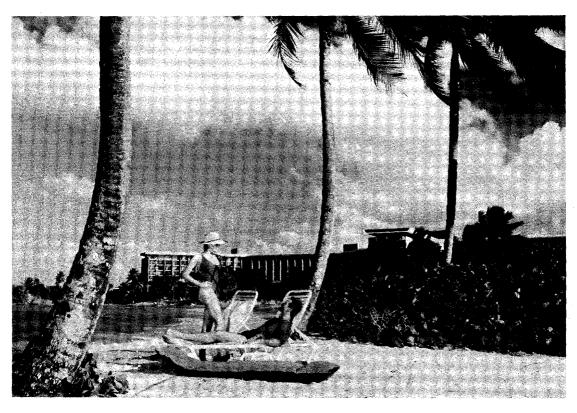
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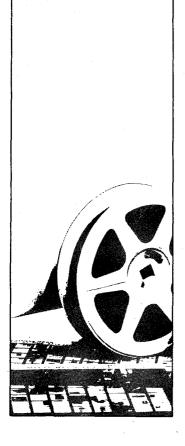
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### NIRREF BRIEFS

### NIRREF Receives Confirmation of Matching Grant

NIRREF, The National Industrial Recreation Research and Education Foundation has just confirmed a matching grant program which will equal future contributions made to the Foundation. This program emphasizes the need for incoming contributions in order to obtain the necessary funds to advance the employee services and recreation profession, and of course, NESRA.

NIRREF's purpose is to conduct research to promote education which will benefit this profession. In order to do this it needs your help and that of your colleagues. Here are three ways you can assist NIRREF:

(1) Chapters can let NIRREF have a consensus of which areas of employee services and recreation could benefit by research or education. These would serve as guidelines to the Foundation.

Suite 2020, Chicago, IL 60606.

- (2) Chapters can consider making regular contributions to the Foundation.
- (3) Individual members of chapter can make personal contribution and encourage their employer to do so as well. You may know of another company fund o foundation we may approach fo support. Please send NIRREH the leads.

At the present time, NIRREF is finalizing several grants. Input and funding to improve and increase NIRREF's research and educational efforts depends on chapters and individual members.

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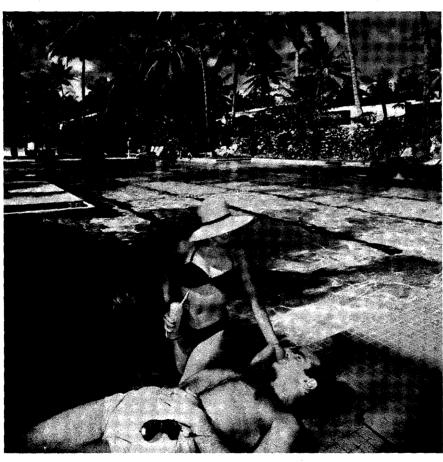
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## A VIDEO VENTURE

### By KIMBERLY A. THOMAS

Despite their commitment to corporate wellness, the Michigan Bell Telephone Company isn't worried about the recent epidemic of Pac-Man fever that's swept the workforce.

That's because the video games at Michigan Bell are quite unlike any found in local arcades.

At Michigan Bell Telephone (MBT), Pac-Man and Donkey Kong don't forever consume the myriad of quarters fed from those at the other end of the control panel—they eventually return most of it to the MBT employees.

Twenty cents of every quarter at Michigan Bell departs from the hands of the high-tech version of pinball wizards and is funnelled into the company's employee activities program.

"Since September of '81, we've raised about \$100,000 from the video games," noted Ed Kulesza, Manager of Employee Activities at Michigan Bell. "We get back about 90% of the profits from the games. And it all goes to a great cause: the employees."

This arcade venture, according to Kulesza, is a major step in the effort to become profit-oriented to benefit employees.

"By being profit-oriented," said Kulesza, "we can avoid the budget cuts—inevitable in bad economic times—that threaten the existence of employee programs. This way, we'll always be able to provide employees with the benefits that improve camaraderie and morale, and make them feel like an appreciated employee body."

Kulesza's ten years of marketing experience keeps him alert to "a better way"—of doing anything. As current Manager of Employee Activities, his innovation has resulted in coordinating employee activities' largest fundraising endeavor.

"I knew video games were an enormous source of revenue," said Kulesza, "And I felt comfortable using them to give money back to employees."

The arcade games were initially purchased by the company's food vending firm, which also services the machines.

"We've already paid for the games that were installed only 18 months ago," said Kulesza.

Three dollars per employee is bud-

geted by the Employee Activities Department of MBT, a company with a workforce numbering approximately 24,000. The monies raised by Kulesza and company are distributed to various employee programs.

"With the increased funds, we sponsored a tournament reception for our 32 softball teams and made the children's Christmas party even more impressive," stated Kulesza. "We've also been able to get more involved in the educational programs employees have been asking for. We sponsored a family night at the Detroit Institute of Art, hosted a Bell Systems Savings Plan Night and coordinated a tax seminar with the IRS."

MBTers who support employee activities by playing the video games are quite cooperative and supportive to the program. The popular conception of glassy-eyed video junkies relentlessly glued to the game screen is a myth at

MBT, according to Kulesza.

"In a recent survey, employees said the games relieve their tension," he said. "Others said it helps them avoid eating. And many claimed they participate because their money goes to a good cause: them.

"Because we've had no abuse by the employees," continued Kulesza, "virtually all criticisms of the program have been put to rest."

Funds for MBT employee activities and programs are also raised through discount services such as discounts on entertainment tickets, automobiles, watches, Christmas cards, microwaves, and televisions.

"We don't always try to make a buck," emphasized Kulesza, "but we do always provide employees with a discount.

"Basically," he continued, "in all our services and activities, we aim to make employees feel they're special."



At last—a video game for people who don't like to lose. MBT employees benefit from those quarters eaten by the likes of Pac-Man.



There is one fact about top management: they want facts—and figures. They can't always be sold on an employee services and recreation program through such intangibles as improved morale and employee attitudes. What does make for a hard sell, however, is a study complete with facts and figures affirming the value of employee services, recreation and fitness programs.

Management will most likely listen to figures which prove that an employee health and fitness program results in decreased absenteeism. They will also listen to the figures representing the number of employees who participate in company-sponsored activities and programs. And, of course, management will undoubtedly remain atune to the five- and six-digit figures discount programs can save employees.

Quantifiable data has always been important to the success of any business endeavor. Whether it be in profits gained or interest earned, measurable data helps justify an investment in merchandise, services and people.

Employee services and recreation administrators in particular can justify management's investment in its people through employee programs by pointing to more than the intangibles. If they can point to such quantifiable evidence as the number of employees who participate in a company discount program and the cost-savings the program provides participating employees, they stand a much greater chance of securing management's valuable support.

### Counting up savings

"In one year, the 6,000 employees at John Hancock saved nearly \$824,000 through the employee discount program," said Martin Quinn, Director of Administration for the FCA of the John Hancock Life Insurance Company in



## COUNTING ON DISCOUNT SERVICES

by Kimberly A. Thomas

Boston. "The FCA, our employee association, began out of an employees' top drawer in 1914. He sold chewing gum and candy to co-workers at a slight discount. The few cents per item profit was pooled to pay for a summer activity for company employees. Now, two company stores and a card and gift shop later, we operate a \$1–2 million business benefitting our employees by providing more programs and activities than ever."

Quinn calculated the annual costsavings figure (\$824,000) by accounting for a 100% mark-up to the wholesale prices of products sold in retail stores. Since the company store only uses a 20% mark-up, Quinn noted that his employees, in fact, saved 80% on their purchases. Hence, the total savings employees received from the John Hancock company stores came to nearly \$800,000. More than \$24,000 was saved by employees through the discount ticket program. Quinn calculated this by subtracting the employee discount (\$1.50 for cinema passes) from the public admission price (4.00) and multiplying that number by the number of tickets sold—16,000. The result: a total costsavings of \$24,000.

A study of the Lockheed Employee Recreation Club (LERC) in Burbank, California revealed that an estimated \$326,000 was saved by its members in 1979 through the LERC discount program. More than \$45,000 in ticket sales was saved employees, nearly \$63,000 in discount coupons; and over \$218,000 through the referral program, which leads employees to products and services at discount prices.

"We've estimated that well over a half a million dollars were saved by Lockheed employees in 1982," said Bob Pindroh, LERC Assistant Executive Director, "and even that figure may be conservative."

The Babcock and Wilcox discount program, coordinated by Glenn West-

(continued on following page)

### **DISCOUNTS**

(continued from previous page)

over, Manager of Nuclear Equipment Division Employee Benefits and Activities, saved the 5,000 employees at the Barberton, Ohio site \$87,000 in discount tickets alone.

"Last year, employees saved \$87,000 on admissions to theaters, cinemas, amusement parks and special events such as the Ice Capades and Harlem Globetrotters shows," noted Westover. "We also offered employee discounts on other products and services, but haven't calculated that total amount of savings. In 1982, we provided employees with discounts on so many things—apparel, tires, hardware, furniture, jewelry, sporting goods, hair salons, motels and home-remodeling services."

Even companies with fewer employees can realize substantial savings through a discount program. According to Thomas Whitford of the Lord Corportion in Erie, Pennsylvania, almost \$10,000 was saved last year through discount tickets by the company's 1,700 employees.

### Gaining management support

Impressive facts and figures are like music to management's ears. In virtually all companies where employee services and recreation directors reported four-, five- and six-digit figures reflecting employees' cost-savings through discount programs, management support was gained for the program.

"In 1979—a time of heavy inflation—we told management that we were stretching employees' dollars by about \$326,000 a year," said Lockheed's Pindroh. "This not only helped gain a pat on the back for our programs, but also provided us with the support and encouragement from management to continue and expand our program."

At Babcock and Wilcox, the annual savings from the discount program sparked both support and words of caution by top management.

"Of course, management was pleased to hear that our discount ticket program



Employees count on discount services at John Hancock.

saved employees \$87,000," stated Westover, "and this did gain support for our program. However, they also cautioned us to avoid being labelled as simply a ticket agent for employees. They emphasized the need to keep employees aware that the program is part of a total benefit package for them."

Top management at Babcock and Wilcox knows the secret to a successful employee services and recreation program: variety and scope. Good employee services and recreation programs must offer more than wholesale tickets or a once a year Christmas party. They must contribute to both corporate and employee wellness.

### articipation: a plus for discount programs

Twenty three out of twenty five NESRA member companies surveyed offer a discount program to their employees. And all 23 of the companies cite the discount program as one of the most popular among employees.

"I think the fact that our discount program is the most frequently used speaks even louder than the \$57,127 we saved employees on discount tickets," emphasized Robert Crunstedt, Supervisor of Recreation Services, Honeywell, Inc. in Minneapolis. "Discount tickets have been made available

to employees since our department was established in 1977. Since that time, sales have grown each year, despite reductions in the workforce. Obviously, this indicates that people are quite receptive to the discount program."

"Very favorable" is the kind of feedback Lois Hirsch, administrator of the Bechtel Employees' Club (BEC) of San Francisco has received from employees about the discount program.

"More than 54% of the employees (numbering 11,500) are members of the BEC," she said, "and virtually all of the members take advantage of our numerous discounts."

In light of the current economy, employees of the Tennessee Eastman Corporation do not pass up opportunities to save money, as they might have before, according to Joe Bender, Supervisor of Recreation, Tennessee Eastman. "The economy has increased the need for dollars saved," he said, "And this is evidenced by the increase in participation in our discount program."

"Our discount program is very well-received," echoed Lockheed's Pindroh. "Employees are happy with the convenience the company store provides. And of course, since this program's only requirement is that persons want to save money, it attracts a great deal of the workforce."

### aising funds through discount services

Results of the NESRA survey also ndicate that nearly half of all NESRA nember companies that sponsor discount programs use the programs as a fundraiser. For some, profit-orientation is the way employee services and recreation programs can avoid the budget cuts inevitable in hard economic times. For others, fundraising adds to the company's own financial support to render an even greater array of employee services, programs and activities.

The Kohler Company of Kohler,

Wisconsin, passes all savings to employees because they believe it creates good will between members of the corporate community. Liberty Mutual of Boston, on the other hand, points out that their employees (who do not always receive a full discount on items) eventually receive a benefit one way or

(continued on following page)

### Discount Programs a Favorite with NESRA Companies

In a recent telephone survey, NESRA headquarters obtained information on the discount programs of 25 NESRA member companies. Following are the results of that survey.

- Twenty-three out of the twentyfive companies surveyed offer a discount program to their employees. Among the primary reasons companies coordinate such a program include: to provide a service to employees, to save employees money, to offer a benefit to employees, to promote good employee relations and to raise funds for employee programs and activities.
- Twenty-one companies provide their employees with discounts to entertainment establishments. Ten companies offer photo services; nine offer group travel discounts; seven sell clothing at a discount price; six offer jewelry; five provide discounts on printing services; four offer discounts on health clubs and fitness/sports facilities; four provide discounts on automobiles; and three offer foodstuffs at a discount. Other discounted items mentioned were: luggage, computers, tires, microwaves, vitamins, cards, convenience items, paper products, flowers, clocks, knives, watches, furniture and auto/truck rentals.
- Of the companies surveyed, 13 pass discounts along to employees through a company store. These companies, such as the John Hancock Life Insurance Company in Boston, Skil Corporation in Chicago and the Pratt and Whitney Aircraft Club, Inc. in Hartford, Connecticut, handle all op-

- erations involved in retailing such as promotion, sales and maintaining a substantial inventory. For some, a paid staff runs the store; for others, an elected committee coordinates the retail operations.
- Seven companies surveyed exchange discount items such as entertainment tickets or camera film directly with their employees through either the employee services and recreation (or personnel) department, or the employee association. For them, some promotion is involved and a small inventory is maintained. The remaining companies use direct mail pieces to provide their employees with discounts.
- Five and six digit figures highlight the discount savings that are a result of many company discount programs, revealed the study. Nearly \$825,000 was saved by the John Hancock Life Insurance company store for its employees. Employees of the Skil Corporation saved almost \$75,000 because of the substantial discounts they received on products and services carried in the company store.

Even without a company store, discount savings can be substantial. In 1982, Michigan Bell employees saved \$20,651 on such things as photo finishing, discount tickets and automobiles. And, companies with discount programs based on discount ticket sales alone can realize significant savings. Almost \$10,000 was saved by employees who purchased discount tickets from the Lord Corporation in Erie, Penn-

sylvania.

• Fourteen of the companies surveyed pass the entire discount along to their employees, while eleven pass only profits—after salaries and programs are paid for—to company employees. The Kohler Company in Kohler, Wisconsin, passes all savings to employees because they believe it creates good will between members of the corporate community. Liberty Mutual of Boston, on the

(continued on following page)

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### **DISCOUNTS**

(continued from previous page)

vices and activities obtained through funds raised in the discount program or real dollars saved upon purchase.

"Regardless of which way we go passing along all of the savings to employees or only returning the profits to them—," noted Hancock's Quinn, "employees benefit. They either save their hard-earned dollars or they can take advantage of even more programs at an even lesser cost."

### This employee probably won't call in sick tomorrow

He's over 40 and he's physically fit. He's happier, more energetic, more alert, and *more productive* than ever before in his life. He spends 1½ hours of his own time each week, exercising right where he works. His boss spends less on medical insurance and absenteeism. His boss also gets more productivity for every paycheck.

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 _

Name	Company	_
Address		

City \_\_\_\_\_\_State \_\_\_\_\_Zip \_\_\_\_

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### DISCOUNT SURVEY

other hand, points out that their employees (who do not always receive a full discount on items) eventually receive a benefit one way or another, either through programs, services and activities obtained through funds raised in the discount program or actual dollars saved.

- All but four of the companies who sponsor discount programs research the potential suppliers. In most companies, a background check on the supplier is conducted by an employee services or personnel staff member. Many companies also rely on NESRA or NESRA chapter recommendations. Still others seek advice from other companies or the Better Business Bureau. Those companies that do not screen potential suppliers primarily rely on product brand recognition or on the supplier's reputation.
- Fifteen of the companies surveyed do not permit suppliers to display their merchandise within the company prior to the sale. The remaining eight, however, do allow displays. At Liberty Mutual, merchandise such as laser art and jewelery is shown only through employee clubs.
- Twenty-two out of twenty-three companies with discount programs receive positive feedback about the service, as well as tremendous participation from employees. Only one company commented that most of their employees were unaware of the existing discount program.
- —reseach for this survey was conducted by NESRA interns Sally Feringa, Calvin College, and Chris Wieland, University of Illinois.

### THE BENEFIT BONANZA

### How employee benefits add one third to payroll costs

by Fred D. Lindsey

MPLOYEE BENEFITS cost American employers about \$540 billion in 1982, \$55 billion more than the previous year. This record sum paid for vacation time, paid holidays, sick leave, insurance, pensions and numerous other benefits.

Benefits, which equal more than one third of payroll dollars, are growing faster than wages. They rose 161 percent from 1971 to 1981, whereas wages and salaries grew only 115 percent. (Inflation, as measured by the consumer price index, was 124 percent during the same period.) Benefits rose 8.9 percent from 1980 to 1981, and wages rose 8.5 percent.

Employers spent a weekly average of \$127.44 per employe for benefits in 1981, compared with a weekly average of \$48.92 in 1971.

Employee benefits in 1981 are analyzed in a survey of 994 manufacturing and nonmanufacturing firms conducted by the Survey Research Center of the U.S. Chamber of Commerce. This is the 20th benefits study conducted by the Chamber, which has been keeping track of the growth of employee benefits since 1947.

Benefit costs vary widely from company to company and from industry to industry.

Thirty-three firms reported weekly benefit costs of less than \$60 per employee; 58 firms reported weekly costs per employee of \$200 or more.

In the petroleum industry, weekly benefits averaged \$226.06. Public utilities' benefit costs were \$174, and the chemical industry paid \$156.90. Among the lower-paying industries were textile products and apparel (\$72.54),

wholesale and retail trade (\$82.35) and hospitals (\$87.17).

The types of benefits are (1) wages paid for time not worked, including vacations, holidays, sick leave, emergency leave, coffee breaks and rest periods, totaling, on average, \$45.67 per employee per week, and (2) nonwage payments, which include pensions, insurance premiums, Social Security taxes, unemployment compensation taxes, profit-sharing and similar benefits, totaling \$81.77.

More than 25 kinds of benefits were covered in the survey but six—Social Security taxes, insurance premiums, private pensions, paid vacations, paid holidays, and paid rest periods and coffee breaks—each cost more than \$11 per week and all together accounted for more than 78 percent of total benefit payments.

The most expensive benefit was employer taxes for Social Security—oldage, survivors, disability and health insurance (FICA taxes), averaging \$21.60 per employee per week. (This figure does not include an equal amount withheld from the employee's wages.) This is the fastest-growing major benefit, having increased 202 percent since 1971.

Employer payments for life, hospital, surgical and medical insurance totaled almost as much—\$20.63 per week per employee. This is another fast-growing benefit, having increased 191 percent since 1971.

Private pensions for all industries averaged \$17.88 per employee per week. The petroleum industry's pension costs were highest—averaging \$47.44 per week—followed by public utilities'

(continued on following page)

Benefits, which equal more than one third of payroll dollars, are growing faster than wages.

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### BENEFIT BONANZA

(continued from previous page)

\$38.98 per week.

The cost of paid vacations averaged \$16.96 per employee per week. Vacation time averaged 12.5 days per year for all industries but ranged from 15 days for the petroleum industry down to 8 for wholesale and retail trade.

Paid holidays averaged 8.5 per year and cost employers \$11.48 per week per employee. The transportation equipment industry gave its employees the most paid holidays—an average 10.5—per year, and nonelectrical machinery averaged 10. Wholesale and retail trade averaged only 6.

Paid coffee breaks, rest periods, wash-up time and other unproductive time cost employers an average \$11.46 per week per employee. This time averaged 16 minutes a day for all industries but ranged from 22 minutes a day for the chemical industry down to 12 minutes a day for miscellaneous non-manufacturing industries.

Other employee benefits included: workers' compensation, \$4.94 per employee per week; paid sick leave, \$4.60; unemployment compensation taxes, \$4.25; profit-sharing payments, \$3.69; dental insurance, \$1.29; short-term disability and thrift plans, \$1.23 each; Christmas or other special bonuses, \$1.17; salary continuation or long-term disability, 79 cents; employee education, 77 cents; employee meals furnished free, 58 cents; and discounts on goods and services purchased from the company by employees, 48 cents.

Several benefits were reported by only a small proportion of employers, and their costs were substantially higher than the averages for all companies. For example, profit-sharing payments averaged \$3.69 per employee per week for all companies in the survey, but averaged \$17.57 for the relative handful of companies that actually made profit-sharing payments.

Employee Benefits 1981, a 36-page report, can be purchased for \$7 a copy from the U.S. Chamber of Commerce.

FRED D. LINDSEY, a retired statistician, conducts the annual surveys on employe benefits for the U.S. Chamber of Commerce.

### What You Didn't Know About Employee Benefits

The new edition of Employee Benefits, published by the U.S. Chamber of Commerce, shows an increase in total benefits costs to 37.3 percent of payroll . . . a total of \$485 billion. In addition to reporting data from almost 1,000 companies nationwide, the current report also traces the growth of employee benefits in an identical group of 175 companies over a 20-year period. The annual survey enables a company to compute the cost of its own benefits and compare them with those of other companies. With 36 pages, including 22 tables and 4 charts, the report (#6601) is only \$7.00 a copy (discount on order of 10 or more). Send your order to P.O. Box 114, Kensington, Md. 20795. (Make checks payable to U.S. Chamber of Commerce. Please add appropriate sales tax for deliveries in D.C. and California.)

Paid coffee breaks, rest periods, wash-up time and other unproductive time cost employers an average \$11.46 per week per employee.

### **Employee Benefit Costs by Industry, 1981**

	Per employee per week
All industries	\$127.44
Manufacturing:	hatshata q
Petroleum industry	226.06
Chemicals and allied products	156.90
Transportation equipment	148.54
Primary metal industries	147.12
Machinery (excluding electrical)	139.60
Electrical machinery, equipment and supplies	135.02
Printing and publishing	129.88
Fabricated metal products (excluding machinery and transportation	
equipment)	125.40
Rubber, leather and plastic products	124.88
Stone, clay and glass products	123.37
Food, beverages and tobacco	123.02
Pulp, paper, lumber and furniture	118.31
Instruments and miscellaneous products	116.13
Textile products and apparel	72.54
Nonmanufacturing:	
Public utilities	174.00
Insurance companies	121.33
Miscellaneous nonmanufacturing industries (research, engineering,	
education, government agencies, construction, etc.)	114.75
Banks, finance and trust companies	113.79
Hospitals	87.17
Wholesale and retail trade 2	82.35

The U.S.
Chamber of
Commerce's
most recent
study shows
an increase
in total
benefit costs
to 37.3 percent
of the payroll ... a
total of \$485 billion.

### Weekly Employee Benefits, per Employee

	1971	1981	Percent change
Old-age, survivors, disability and health insurance			
(FICA taxes)	\$ 7.15	\$ 21.60	+202%
Insurance (life, hospital, surgical, medical, etc.)		20.63	+191
Pensions (nongovernment)	7.73	17.88	+131
Paid vacations	7.69	16.96	+121
Paid holidays		11.48	+ 145
Paid rest periods, coffee breaks, lunch periods, etc	5,38	11.46	+113
Workers' compensation	1.58	4.94	+213
Paid sick leave	1.56	4.60	+ 195
Unemployment compensation taxes		4.25	+270
Profit-sharing payments	1.65	3.69	+124
Dental insurance	N.A.	1,29	N.A.
Short-term disability	N.A.	1.23	N.A.
Thrift plans		1,23	+297
Christmas or other special bonuses, suggestion awards, etc	0.67	1.17	+75
Salary continuation or long-term disability	N.A.	0.79	N.A.
Employee education expenditures	0.15	0.77	+413
Employee meals furnished free		0.58	+132
Discounts on goods and services purchased from company by	r (dur situa sitra:	Arteida (Silikania da	
employees	0.23	0.48	+109
Other employee benefits	1.63	2.41	+48
Total employee benefits		\$127.44	+161
Average weekly earnings		\$342.04	+115

N.A.: Data not available.

## **NESRA**

### Services and Activities

### **Purpose**

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**EMPLOYEE SERVICES MAN- AGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to EM-PLOYEE SERVICES MANAGE-MENT, Keynotes, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Contests**—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Free Clerical Services**—Provided by NESRA for intra-membership communication.

**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops— NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.



# 'Building for Excellence'



NESRA's 42nd Annual Conference and Exhibit May 5–8, 1983 at the Hyatt Regency in Columbus, Ohio

### **Conference Speakers**

- "IMPLEMENTATION OF AN EMPLOYEE HEALTH AND FITNESS PROGRAM" (NESRA's continuing education workshop)—Mike Bass, Fitness Representative and Director of LIVING WELL Fitness/Health Program, Phillips Petroleum Company
- "DEVELOPING PEAK PERFORMANCE—BUILDING FOR EXCELLENCE," Charles A. Garfield, Ph.D., psychologist, educator, writer, mathematician and computer analyst
- "SIX P's OF PROFESSIONAL PRODUCTIVITY," William T. Brooks, Vice President, Time Management Center
- "1 OWE MY SOUL TO THE COMPANY STORE," Randy Schools, CESRA, General Manager, Recreation and Welfare Association, National Institute of Health
- "VOLUNTEERS—THE SUCCESS TO OUR PROGRAMS," Tony Ippolito, Technologies Manager, Management Information Systems, Digital Equipment Corp.
- "CHAPTER DEVELOPMENT-WHAT'S IN IT FOR YOU?" Michael T. Brown, CESRA, Director of Marketing, NESRA
- "PROBLEM SOLVING STRATEGIES FOR EMPLOYEE SERVICES AND RECREATION PERSONNEL," Linda Hartsock, Ph. D., President, Hartsock Associates
- "PERSONAL AND CORPORATE WELLNESS," Donald B. Levitt, Ph.D., Stress Management and Performance Enhancement Consultant
- "PRE-RETIREMENT PROGRAMS: CREATING YOUR FUTURE NOW," Stanley and Verna Hayes, Life Design Associates
- "EMPLOYEE FITNESS PROGRAMS—WHERE DO I BEGIN?" John Bickley, Director of Fitness and Physical Education, YMCA of Columbus
- STUDENT SESSION—"PLANNING FOR A CAREER IN EMPLOYEE SERVICES AND RECREATION," John Rath, Manager of Employee Fitness Programs, Frito Lay, Inc.
- "HUMAN RESOURCES MANAGEMENT AND EMPLOYEE SERVICES—MEETING THE NEEDS OF TODAY'S WORK-FORCE," Ray Walsh, Consultant, Human Resource Concepts, Inc.
- "AN EMPLOYEE PROGRAM THAT MAKES A DIFFERENCE," Elaine Clark, Employee Assistance Counselor, Riverside Methodist Hospital
- "CURRENT ISSUE IN HEALTH AND WELLNESS PROGRAMS IN INDUSTRY: ARE THESE PROGRAMS REALLY GOING TO MAKE IT?" Beverly Ware, Ph.D., Health Education Programs Coordinator, Ford Motor Company
- "SPORTS PROGRAMMING," Jim Battersby, Executive Director, Lockheed Employee Recreation Club
- "COMPANY-SPONSORED DAY CARE EASES MINDS OF EMPLOYED PARENTS," Marilyn Soloman, Vice President of Marketing and Research Development, ECLC Learning Centers, Inc.
- "ART OF NEGOTIATION," Dom Bucca, CPM, CESRL, Corporate Director of Purchases, Jamesbury Corporation
- "PUTTING HI-TECH INTO YOUR RECREATION PROGRAMMING," Becky Serey, Manager, Microcomputer Services Group, Ohio State University
- "CHAPTER VOLUNTEER LEADERS—A ROUNDTABLE DISCUSSION," Moderator: Frank Chico, CESRA, People's Gas, Light and Coke Company, President, Chicago Association for Recreation and Employee Services

### PROPRAN

### 1982 NESRA Conference and Exhib

### Thursday, May 5, 1983

### 8:00 AM

Registration Opens

### 3:00 PM-3:30 PM

Speakers, Chairman, Vice-Chairmen Orientation

Familiarization to NESRA and the Conference—This orientation session is for first-time delegates, students, exhibitors and new members in NESRA.

Conference Opening and General Session—"Developing Peak Performance—Building for Excellence."

### 6:00 PM-8:00 PM

**Exhibit Hall Grand Opening** 

"Get Acquainted Ho-Down"—A Western style get-together set in an atmosphere of genuine western fun. Guests are invited to don their jeans, western shirts and cowboy boots and mosey over to the Chuck Wagon for a down-

\*Sponsored by the Central Ohio Employee Services and Recreation Association (COESRA).\*

### Friday, May 6, 1983

### 7:00 AM

Exercise Session

### 7:45 AM-8:45 AM

Regional Breakfasts

9:00 AM-10:30 AM

"Six P's of Professional Productivity"—An effective administrator is one who can produce maximum output in an organized manner. This session will enlighten attendees to the six P's of productivity—Purpose, Patterns, Plans, Parasites, Performance and Persistence.

10:45 AM-11:45 AM

"I Owe My Soul to the Company Store"—This session is designed to assist in developing goals, objectives and procedures while appealing to today's consumer through a company store. Discussion will focus on pricing principles, advertising policies, merchandise planning and managing store personnel. Handouts of business forms to implement in company stores will be included.

### 12 Noon-1:30 PM

Management Luncheon

- a) "Problem Solving Strategies for Employee Services and Recreation Personnel"—Attendees will better understand and discuss how situations become problems, input overload, decision models and strategies for coping with problems. Experiences and techniques will be shared to lead the participants in planning for
- practical application of the material covered.

  b) "Volunteers—The Success of Our Programs"—Every successful employee services and recreation program relies on the use of dependable volunteers. This session will address ways to motivate, work with, and reward the volunteer
- c) "Chapter Development, What's in it For You?"—A look at how to start a NESRA Chapter in your area. This session provides information on bylaws, dues, organization structure and benefits.

- a) "Personal and Corporate Wellness"—Physical health is just one element of wellness. This session will aid employee services personnel in understanding the concept of total wellness—including psychological, vocational, avocational, social, educational and spiritual health.
- b) "Pre-Retirement Programming—Creating Your Future Now"—A presentation profile on pre-retirement education, training, and counseling. Topics include: background information for retirement programs, typical costs incurred and achieving an effective program.
   c) "Employee Fitness Programs—Where Do I Begin?"—The answers will be supplied to the often-asked questions: "How much will it cost?" "Where do I start?" and "How do I justify a program?"

### 3:45 PM-4:45 PM

NESRA Annual Meeting Student Session—"Planning for a Career in Employee Services and Recreation"

5:00 PM-7:00 PM Exhibit Hall Open—Wine & Cheese Reception

On Your Own

### 82 NESRA Conference and Exhibit

### Saturday, May 7, 1983

7:00 AM

Fun Bun

8:30 AM-10:30 AM Exhibit Hall Open/Continental Breakfast

'Human Resources Management and Employee Services—Meeting the Needs of Today's Workforce'—This session will highlight the ever-increasing importance of the role of employee services and recreation in managing today's-and tomorrow's-employees.

11:45 AM-1:00 PM

CESRA/L Luncheon

11:45 AM-1:00 PM

Lunch On Your Own

- a) "An Employee Program That Makes a Difference"-Employee Assistance Programs are becoming more and more common as employers realize the part they can play in helping employees deal with personal problems.
- "Current Issues in Health: Wellness Programs in Industry—Are These Programs Really Going to Make it?"
  The expansion of a wide variety of health and wellness programs has generated a number of issues in implementation and management within an organization. These issues will be addressed through examining program definitions and operations, the relation of these programs to existing company activities, and benefits-for employees and management.
- c) "Sports Programming"—A look at facility resources, scheduling techniques, risk prevention and first aid administration in the corporate sports program.

Strategy Exchange—Informal discussions with experts in the following areas: Financial Resources, Urban Programs, Employee Associations, Liability, Travel, Fun Runs, Discount Services, Activity Promotion, Facilities, and CESRA/L. Groups will be divided according to company size: under 1,000, 1,001—5,000 and over 5,001.

3:30 PM-5:30 PM

Exhibit Hall Open

Presidents' Ball Reception

Presidents' Ball-Dinner and Dancing

### Sunday, May 8, 1983

7:00 AM

Exercise Session

9:00 AM-9:50 AM

- "Company-Sponsored Day Care: Easing the Minds of Employed Parents" Assuming proper care for their children is a major concern of working parents. Company-sponsored day care helps solve that problem.
- b) "The Art of Negotiating"-Many different facets of programs involve strategic negotiations in order to assure success. This topic will help administrators gain the upper hand in negotiating business transactions.

- a) "Putting "High-Tech" Into your Recreation Programming"—An in-depth look at how computers can enhance the administration of your recreation program with employee surveys, tournament scheduling, item sales and
- b) "Chapter Volunteer Leaders-a Round Table Discussion"-This session will provide an opportunity for board members of NESRA Chapters to discuss the challenges of Chapter leadership.

11:00 AM-12:30 PM

Closing Brunch/Exhibitors' Door Prize Drawings

### Registration

## The 42nd Annual NESRA Conference and Exhibit Hyatt Regency—Columbus, Ohio May 5–8, 1983

Data 🛊 🖠 💮			
Name (Print)		Title	
Company			
Address			
City			Zip.
Phone ()		Number of Em	ployees
Status: CESRA□	CESRL	New M	ember (Since 6/1/82) 🗌
Number of previous National Conferen	ces attended	Alexander of States of	
Names of others in your party	for cross referen	nce—submit separaté registration form	16
Expected date of arrival		Departure	
PLEASE FILL IN AS YO	OU WOULD LIKE YOUR BAD	GE TO APPEAR	
Common First Name			
Full Name			
Organization			
City, State			
		The state of the s	And the second s

### Registration Packages

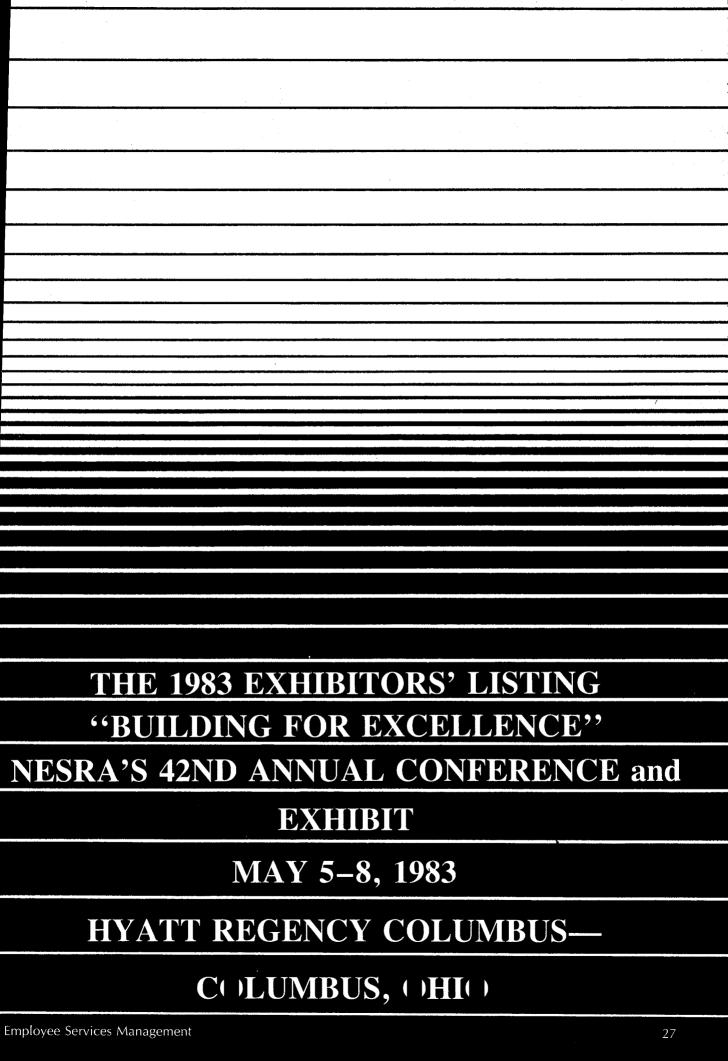
—IMPORTANT— CIRCLE YOUR CATEGORY

(ree includes group medis and social junctions)	Prior to April 1, 1983	After April 1, 1983
Delegate—NESRA member	\$170.00	\$180.00
Non-member delegate	\$190.00	\$200.00
Associate Members not exhibiting	- \$275.00	\$300.00
Commercial attendees not exhibiting	·· \$300.00	\$325,00
Spouses	· \$ 85.00	\$ 95.00
Student Aftendees	·· \$ 85.00	\$ 95.00
Retirees	* \$ 75.00	\$ 75.00

Please include your check payable to: National Employee Services & Recreation Association. Advanced registration cannot be accepted without full payment in advance. You may register at conference time but with some inconvenience to you.

Mail checks and registration to: NESRA, 20 N. Wacker Dr., Suite 2020, Chicago. Illinois, 60606

Cancellation . . . Full registration will be refunded if cancellation is received postmarked no later than April 29, 1983. After this date full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1983.



# 1983 DXHIBITORS DIRECTORY

### AMERICAN BOWLING CONGRESS

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Greendale, WI 53120
(414) 421-6400 Booth # 25
Jack Mordini, Manager, Rules
Department

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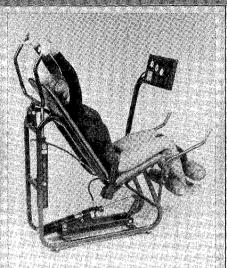
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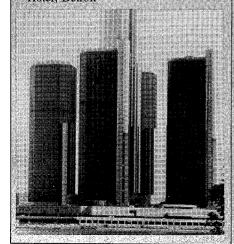
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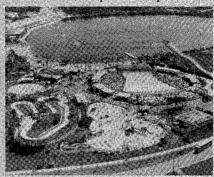
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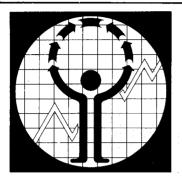
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Mail to: National Employee Services and Recreation Association

20 North Wacker Drive Chicago, III. 60606

# FITNESS/HEALTH BULLETIN



# Recharging Your Employees

Everybody thinks they're an expert in stress management.

Employee services and recreation professionals contend that employees who engage in leisure-time activities feel less stressed and perform better at work. Health and fitness professionals contend that exercise, weight control, and smoking cessation provide the physical foundation for effective performance at work and at play. Organizational and human resources development professionals contend that a healthy corporate culture facilitates stress-free employee performance. Everybody thinks they're an expert in stress management.

Well, as a clinical psychologist and a corporate stress management and employee wellness consultant, I would just like to say this: THEY'RE RIGHT!

Each of these professional services facilitates employee stress management and performance enhancement. Each of these professional services provides opportunities for social support and active participation with one's environment—the two foundations of wellbeing. Each of these professional services focuses upon one element of employee wellness in an effort to enhance personal and corporate productivity.

What additional services, then, fall within the framework of employee stress management and performance enhancement? Anybody can teach relaxation skills, and many of the above mentioned professionals already provide this service. What else is there?

While leisure-time activities, phys-

ical fitness, organizational development and intentional relaxation are important elements of a broad-based stress management and performance enhancement program, there is in addition a wide range of behavioral skills which are easy to learn and yet powerfully effective in helping employees to live more productive and stress-free lives.

Six skills are included within the "basic skills" category of stress management and performance enhancement. These are: effective communication (assertive speaking, listening and questioning), attention control (for distractibility, boredom and performance anxiety), cognitive control (for self-induced anxiety and depression), time management, problem-solving, and intentional relaxation. These basic skills are helpful to every employee. They are performance enhancement skills and, incidentally, they help to reduce stress.

In addition to these basic skills, there are a number of situational skills which can help employees perform more effectively, and with less stress, in challenging situations at work and at home. Behavioral skills seminars in the areas of leadership, supervision, and group leadership can improve the quality of work life for both supervisors and subordinates. Workshops on topics such as parenting, marital communication, divorce, single-parenting, mid-life transition, retirement, relocation, and life/work planning can help employees to deal more effectively with personal and family concerns, and thus reduce

# Donald B. Levitt, Ph.D.

This issue's guest columnist for the "Fitness/Health Bulletin" is Donald B. Levitt, Ph.D., a stress management and performance enhancement consultant based in Troy, Michigan. Levitt is the author of Occupational Stress Management: A Guide to Program Implementation. As a consultant to the General Dynamics Corporation he created Project Recharge: A Year of New Vitality and Increased Personal Effectiveness. Project Recharge is now being implemented at other major corporations across the nation.

Levitt will be addressing NESRA Conference and Exhibit attendees in the session, "Personal and Corporate Wellness," scheduled for Friday afternoon, May 6, 1983 in Columbus, Ohio.

the effect of these problems on work productivity.

# Where do I start?

It is easiest to start with the programs which you are already conducting. Recognize that the social support and active participation inherent in your programs helps to moderate the effects of stress and seek to enhance these elements. For some participants, these "incidental" aspects of your programs may be more important than the program content itself.

Your current programs also provide an excellent opportunity to introduce participants to the concepts and techniques of stress management and multifaceted wellness. This introduction will make it easier for employees to enter new stress management and performance enhancement programs which may initially be somewhat threatening to them.

# FITNESS/HEALTH

Marc Michaelson, the administrator of Employee Health Management Services for General Dynamics-Convair, suggests that there are many different doors to wellness. Once the employee has entered a single door, it is our responsibility to encourage a full tour of wellness opportunities.

Seminars and workshops addressing the basic skills and situational skills can do much to improve employee stress management and performance enhancement. Because these services are usually supplied by outside consultants, expenses may be a problem. I usually suggest that the expense be divided between employee participants and the corporation. This helps to reduce the expense for both parties while at the same time assuring that both parties have a vested interest in the service.

These seminars are frequently offered in a one-shot format. While this format appeals to many participants, I believe that the effectiveness of these seminars increases when participants are exposed to the material over the course of at least two or three sessions. These kinds of skills require re-learning and reinforcement over an extended period of time.

Just as there are self-led programs and non-professionally led programs for smoking and weight loss, self-help books presenting stress management and performance enhancement skills are widely available. While these books may be helpful to a select few employees, I believe that they serve more to inform than to truly assist in the development of new behavioral skills. The learning of these skills greatly benefits from at least minimal technical supervision and peer feedback.

Project Recharge, a self-led stress management and performance enhancement program which I have developed for use at the worksite, utilizes employees as non-professional facilitators who have completed a one-day training program. Non-professional facilitators provide an intermediate, and sometimes more cost-effective, step

(continued on page 37)

# If You Would Like to....

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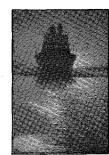


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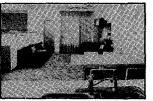


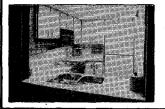
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# **IDEAS CLINIC**



Melvin C. Byers NESRA Consultant

Is there any documented evidence proving the profitability of establishing an employee services and recreation program for our employees?

As of now, a considerable number of studies have been conducted and considerable data accumulated on the positive impact of employee services and recreation programs on employee attitudes, cooperation, work attendance and productivity.

As early as 1945, surveys were conducted in industries to determine the value of employee services and recreation. In recent years, *Employee Services Management* magazine, NESRA's official publication, has carried numerous studies enabling employee services and recreation professionals to better justify their activities and programs.

In the August, 1975 issue of ESM (then Recreation Management) Reginald Carter, Ph.D., Department of Social Services, State of Michigan and Robert Wanzel, Ph.D., Chairman of Sports Administration, Laurentian University in Canada, published the article entitled, "Measuring Recreation's Effect on Productivity." The data was based on a study conducted by Dr. Carter at the Johnson Wax Company and a study of 12 Canadian companies conducted by Dr. Wanzel.

Dr. Carter posited the theory that recreation programs offer more of the

same opportunities suggested by promoters of job enrichment: challenge (through sports); advancement through a hierarchy of leagues based on ability; opportunity to develop a variety of latent potential abilities; and, high intrinsic reward which is built in since the recreation activities are self-selected.

Dr. Wanzel cited a definite market for recreation programs in business and industry based on a study of attitudes he conducted. In a one-year Canadian study of 100 Canadian employees, a vigorous exercise program did strengthen heart muscles; allowed more blood to flow to the brain; there was a higher aggravation tolerance level; the participants had greater self-confidence, were more relaxed, participated more and were more assertive with opinions and ideas.

Recreation in industry, from the research conducted, increased productivity, reduced turnover and absenteeism and boosted morale. In addition, the proportion of employee productivity versus the cost ratio proved to be effective.

An Ohio-based company also proved that employee recreation and services helped reduce absenteeism dramatically in the April, 1978 issue of *ESM*. People's Jewelry Company, headquartered in Toledo, was in a unique position to monitor the effects of a new employee relations effort, including a recreation program.

Director Jacqueline Erwin joined the company in May, 1976, and initiated a progressive employee services program, including recreation. Her department monitored non-paid absenteeism, such as sick leave beyond the maximum allowable and other absenteeism, for 1976 and 1977.

In January of 1978, when the figures from the study had been tabulated, non-paid absences at People's Jewelry showed a dramatic 23% decline.

"Recreation: Its Effect on Productivity," by Craig Finney, Instructor, Department of Recreation and Leisure Studies, California State University, was

yet another study that appeared in *ESM* (January, 1979). The focus of this study was the possible effect recreation might have on boredom and subsequent productivity.

This research found that when individuals were involved in repetitive and seemingly boring activities, they sought out ways to "play". It was found that a structured recreation program seemed to help create a more consistent level of productivity by allowing the worker a safe and periodic means to fulfill some basic needs. These needs included a change for new stimuli involving movement and play, a structured release of tension which was built up from boredom—the boredom itself being derived from the repetitiveness of the job.

The "Evidence" column, which appeared in October, 1980 ESM by Frank Havlicek, cited numerous studies that supported the benefits of recreation programs.

- A comprehensive study by Canada Life found that regular exercisers in its fitness program had a 22% decline in absenteeism, representing some \$300,000 annual savings in a company of 1,400 employees. Also important, this group's turnover was 13.5% less than the control group.
- A survey on "Health Maintenance" conducted by Pacific Mutual Life Insurance Company demonstrated that individuals who are inactive or who are overweight have a substantially higher risk of various debilitating diseases including back trouble, heart conditions, high blood pressure and depression.
- The "HIP Study" involved 110,000 members covered by the Health Insurance Plan of Greater New York. Men classified as "least active" had twice the risk of a coronary as those classified "moderately active." Moreover, of those who did suffer a heart attack, 57% of the non-exercisers were dead within four weeks after the heart attack, as compared with only 16% of those who exercised regularly.

# IDEAS CLINIC

(continued from previous page)

- Dr. Ralph Paffenbarger researched the activity habits and incidence of heart disease of nearly 17,000 Harvard alumni. He concluded that those with low activity levels had a 64% higher risk of heart disease than those with a higher activity level. He also concluded that higher physical activity might have avoided "about 149 of the 572 attacks" suffered by the group studied.
- In the "Framingham Study," a Public Health Service team monitored the health of more than 5,000 adults for over ten years. Inactive men were found to have more than three times the risk of heart attack as those classified "most active."
- A study by the Physical Education Department of Purdue University and Washington University (St. Louis) determined that the average nonaccident, insurance claim for the nonexercisers was approximately twice that of the regular exercisers.
- There is research that suggests that the increased oxygenation of the brain, a result of exercise, can significantly improve mental performance. One test, conducted at the Veteran's Administration Hospital in Buffalo, found an improvement of 25% in memory tests through increased oxygenation treatment.
- Studies by the National Aeronautics and Space Administration and the Heart Disease and Stroke Control Program concluded that a program of regular exercise reduced absences, improved stamina and work performance, and enhanced concentration and power of decision making. In contrast to the average office worker whose efficiency decreases 50% of the final two hours of the working day, the exercise program participants were found to work at full efficiency all day.

"Job Satisfaction and Productivity and the Role of Employee Recreation," a study by D. L. Groves, Bowling Green State University and W. B. DeCarlo, Xerox Recreation Association, affirmed the positive impact of employee recreation programs on job satisfaction in the February, 1981 issue of *ESM*.

Their results suggested that when recreation is manipulated in the industrial setting, it has a significant impact upon job satisfaction and productivity.

The increase in job satisfaction and productivity that may be expected with a non-recreation group is in the range of 15–25%. However, the decrease that may be associated with loss of recreation opportunity is in the range of 20–35%.

According to Groves and DeCarlo, recreation is an activity that is able to bridge the work and leisure setting to take the activities where they can develop such benefits as leadership and organizational skills and inject them into the company in a very non-obtrusive manner.

In the February, 1982 issue of ESM, Battelle Memorial Institute reported company savings of \$150,000 as a result of their employee fitness program.

Battelle management requested the controlled study examining the cost benefits of the company Fitness Center program, which appeared in the article, "The Battelle-Columbus Fitness Center Program."

Most recently, Jane E. Kaufman of Temple University analyzed the impact of employee recreation programs on a world-wide basis in her article, "State of the Art: Physical Fitness in Corporations" (February, 1983, ESM).

Kaufman reported that researchers in the Soviet Union found many favorable effects of industrial fitness programs, including increased work capacity, improved motor coordination, less doctor visitations, lower morbidity (22.5% compared to 60% for inactive workers), shorter illness duration and less relapses.

A study conducted in West Germany indicated the reduction of absenteeism as a result of a fitness program. After participation in a physical fitness program, workers with cardiovascular symptoms had a reduction of absenteeism by 68.6%. Similarly, the Goodyear Company, located in Norrkoping, Sweden, had a decrease in absenteeism of nearly 50% after an employee fitness program was begun.

Another study conducted in Canada in 1972 compared absences of an exercise and non-exercise group. The study revealed that during six months before the program started, the difference in the average number of sick days per person between the groups was 1.08 days compared to the 4.38 days missed by the non-exercisers.

Another study examined men between the ages of 45–54 after 18 months participation in either an exercise program or a control group. After the experiment, 60% of the 108 participants indicated they noticed that the program had a significant and positive effect on their work performance. Only about 3% of the 80 men in the control reported such improvement.

Numerous researchers in the U.S.S.R. have indicated that the employee who exercises regularly demonstrates a better work performance. Athletic workers have been found to have an output of 2-5% higher than those who are not athletic.

Kaufman also mentioned the positive results of Microcomputer Ventures, Inc. monetary incentive program on physical activity. After 29 weeks, physical activity increased by 33% and the average weight loss was 13 pounds.

And more studies can be expected. The National Industrial Recreation Association (NIRA) became the National Employee Services and Recreation Association (NESRA) envisioning a much broader field of the profession.

As this movement continues to expand there will be new studies made, more data accumulated and higher educational institutions will be offering more employee services and human resources courses. The introduction of employee services in more businesses, industries and organizations will require more training to qualify as a recognized professional. Therefore, all those now involved in employee services will be asked to contribute to and be involved in considerable research projects.

NESRA will also be conducting studies and as membership increases, more updated and in-depth data and research can be obtained and provided by the association.

# **EVIDENCE**

What are NESRA chapters all about? After conducting a survey, Carol Schmidt, President, Tri-County IRC in Northern California answered that question to delegates at the 1982 Region VII Conference. Following are the results of her survey.

# 1. How long has your chapter been in existence?

Cumulative average: 15 years

# 2. What type of memberships do you offer?

100% sustaining/associate (vendors)

80% general business

40% student

20% professional

10% other

combination: general/associate

# 3. How many members total are in your chapter?

Average: 128

### 4. What are your membership fees?

\$30.00-\$65.00 Average \$55.00

General Average \$40.00-\$60.00

Associate/Sustaining

Retirees

Lifetime memberships

Honorary memberships are offered

# 5. What type of leadership does your chapter have?

100% elected officers

90% board of directors

30% paid staff

30% executive director

20% appointed officers (as needed)

20% advisor

# 6. What offices?

100% President

100% Vice President

100% Treasurer

100% Secretary

Others: Executive Secretary-

Treasurer, V.P. mem-

bership, V.P. public relations, V.P. services, Assoc. Membership Director, Past President, Advisor, Travel chairperson, Special services, Special events

### 7. Where do they operate?

 Own office
 = 80%

 Residence
 = 10%

 Central location
 = 30%

 P.O. Box
 = 10%

 No response
 = 10%

# 8. How often do you have scheduled meetings each year?

Monthly

= 90%

No response

= 10%

# 9. Where do you hold meetings?

80% companies

80% restaurants

40% community centers

40% recreation centers

10% convention centers

10% colleges

50% other: private club, ho-

tels, board meeting, commercial recreation facility

### 10. What style are your meetings?

90% educational

90% social

60% discussion

40% lecture

30% lunch

20% dinner

20% other: presentations, busi-

ness meetings, speakers, round table discussions, raffle, workshops, afternoon meetings

# 10. Please list 5 examples of speakers of information topics that you have had at past meetings.

fitness

stress management

time management using local facilities local legislation safety travel photography finance budget management vendor services various benefit offerings exercise musical events theatre touring industrial recreation sites free services motivation incorporation/tax status fund raising recreation for special populations publicity membership information special events liability self-defense presentations on various theme parks employee recreation programs local sporting events company stores discount information clubs recognition

# 12. Is there any form of communication between meetings to the members?

68% minutes from last meeting

62% phone calls

40% newsletter

other: meeting notices, calendar of events, no communication

# 13. Does your chapter have committees?

90% membership

70% bylaws

70% discounts/merchandise

50% finance

40% sports program

40% legislation

30% travel

30% other: program, NESRA

site selection, roundtable/sportsmanship, special events, publicity

# 4. What are some of your goals for programs for the current and upcoming years?

increase membership

increase company involvement develop a member newsletter secure more discount offerings host NESRA Regional Conference host National Conference revise bylaws become incorporated up-grade programs host an association faire improve benefit package stimulate new ideas develop more chapters achieve better organization gain better representation to companies achieve better promotion establish intern program

# 15. List some major accomplishments and successes from the past 5 years.

increased membership added student membership increased meeting attendance added regional directors hosted regional and national conferences operated in the black added associate member board of directors revised bylaws started on effective newsletter established yearly travel program initiated a jogging program, cosponsored Golden 60 Bowling tourney hosted vendor fair

ment developed new brochure

sponsored fun runs and photo

enhanced community involve-

# 16. How do you enhance your members' knowledge of the education research and current trends in the

developed a strong board

contests

# employee services and recreation field?

100% speakers60% demonstrations40% films

30% magazines 25% newspapers

25% newspaper 6% books

Other: workshops, affiliation with NESRA, hosting regional conferences, monthly meetings

# 17. What outside resources do you use to help operate, plan or promote your chapter?

62% city park and recreation department

50% private/commercial recreation agencies

30% local college recreation department

20% student interns

6% local junior colleges

6% state park and recreation facility

50% other: NESRA, business, industry, college and hospitals, chamber of commerce, public recreation, local press/national publications, company owned facility, speakers from other organizations

# 18. Please list the type of services you provide for your members and their companies (discounts, sports program, vendor fairs, etc.).

information on news/services/ programs consultation: human relations discount services recreation newspaper vendor fairs educational seminars travel programs leisure activities sport leagues award dinners conference library internship programs training workshops assistance in starting programs educational speakers platform for business contacts

19. Please rate the following (2 = very good, 3 = satisfactory):

Your communication with
NESRA Average 2.4
Your council's membership
retention Average 2.6
Your evaluation system for
programs, members
and officers Average 2.6

# 20. How do you generate revenue for expenditures?

98% dues 20% conferences

### 21. Operating budget:

30% under \$5,000 30% between \$5,000 and \$10,000 8% between \$10,000 and \$20,000 12% between \$20,000 and \$30,000 12% between \$30,000 and

12% between \$30,000 and \$50,000

6% over \$50,000

# 8

# FITNESS/HEALTH

(continued from page 33)

between self-led and professionally-led programs.

Finally, any and every stress management and performance enhancement program can be better implemented and promoted by the professional who has already started to integrate these concepts and skills into his or her own personal and professional life. When you have experienced stress management and performance enhancement concepts and techniques in your own life, you will better understand the value of these skills for employees. Furthermore, when your enthusiasm arises from personal experience, your promotional efforts will Â be irresistable.



# Order Your Professional Library

☐ Employee Services Management Magazine	☐ Top Management Speaks
Monthly professional journal for employee services and recreation directors, leaders, and program coordinators. The only publication in its field. (Subscription included with NESRA membership.)	Top corporation executives explain why they support employee services and recreation programs and NESRA. Leaders of Ford Motor Company, Goodyear Tire & Rubber Company, U.S. Steel, 3M and other industrial giants
$\square$ \$12/yr. $\square$ \$20/2 yrs. $\square$ \$27/3 yrs. Add \$1.00 (U.S.) per year for foreign subscriptions.	provide invaluable support for your programs. \$7.00. Orders of 20 or more—15% discount.
☐ An Introduction to Industrial Recreation: Employee Services and Activities	☐ 1982 NESRA Conference and Exhibit Educational Sessions
The first college textbook on employee programs to be published in a generation. An invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hardcover. 236 pages. \$20.00 per copy plus postage and handling.**  one copy \$1.00 2–5 copies \$2.50 6–12 copies \$4.00 13 + copies	Expand your professional reference library with cassette tapes of the major educational sessions of NESRA's 41st Annual Conference and Exhibit. Topics include: communication techniques, employee assistance programs, fitness programming and stress management. Write to NESRA headquarters for a complete listing of available tapes. Cost per tape: \$8.00.
☐ The Untapped Potential: Industrial Recreation	
Illustrated booklet based on a talk by Frank Flick, President of Flick-Reedy Corp. and the first NIRA (NESRA) Employer of the Year. \$3.00	Name
☐ Motorola's Recreation Manual	TitlePhone ()
A comprehensive 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance,	Company   Address   Zip   Zip
financing, recognition, banquets and the planning of on- and off-site employee activities. \$35 for NESRA mem- bers; \$40 for non-members. Orders of 15 or more—30% discount.	Total Enclosed (in U.S. dollars)
☐ Principles of Association Management	**Postage and handling is included in price of all pub- lications except textbook.
A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. 437 pages. \$15 for NESRA members. \$20 for non-members.	Return payment and order form to: National Employee Services and Recreation Association 20 N. Wacker Dr. • Chicago, IL 60606

# **NEW PRODUCT GUIDE**

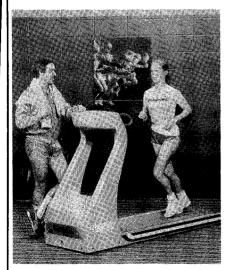
# Exercise Treadmill Designed for High-Use

Universal Gym Equipment's new commercial exercise treadmill, the Fredex 2921, is designed for demanding, high-use environments.

It features fingertip control of all functions and instant bright red LED readouts of running time, speed, pace and distance. The Tredex 2921 has a speed range of 1 to 12.5 mph and can be accelerated and decelerated at either a fast (.5 mph) or slow (.1 mph) rate. Speed, pace and distance readouts can appear in miles or kilometers.

Other functions regulated by the control panel include "pause", "reset" and "elevation". The pause button freezes time and distance displays and gradually slows the speed to zero. The reset button returns time and distance to zero but does not affect speed. And the percent grade button elevates the running bed up to a 25% grade to increase the training effect.

Safety handles provide a convenient handhold when starting and stopping and are also useful for novice users unaccustomed to treadmill movement. The handles have emergency shut-off capability when pushed downward.



Write for a free brochure. Contact: Universal Gym Equipment, Inc., 930 27th Ave., S.W. Cedar Rapids, Iowa 52406. Phone: 319/365-7561, Toll Free: 800-553-7901.

# Monark Introduces New Indoor Ergometer

Monark Exercise of Sweden introduces a new indoor cycle ergometer an exciting new concept in exercise ergometry designed specifically for home and office use.

Technical advances and a competitive price should make the Mark II an instant hit in the consumer market place. The Mark II features a double chain guard, improved pedals, an easily adjustable seat, a very unique handlebar design and an innovative workload measurement system. A large balanced flywheel and stable, heavy duty tubular steel frame make the Monark Mark II practically maintenance free. With the new color combinations available, the Mark II is attractive for home and office use. In addition, a newly designed sprocket system allows the user to generate up to 25% more power than similar ergometers. Inquiries may be sent to Universal Fitness Products, 20 Terminal Drive South, Plainview, New York 11803 or (516) 349-0600.

# "Watch Your Back!" Teaches How to Lift Safely

Release of the new sound/slide show, "Watch Your Back!," produced by BNA Communications Inc., was announced today by Robert A. Gehrke, president of the Rockville, Maryland, company.

Most back injuries are caused by failure to use common sense in lifting, being out of shape, not knowing one's limitations, being careless or not knowing how to lift objects properly.

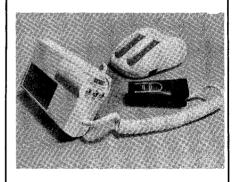
"Watch Your Back!" reinforces rules of lifting and gives your people practical pointers that will enable them to protect themselves against back injury.

"Watch Your Back!," a 12-minute sound/slide presentation containing 65slides with pulsed/nonpulsed audiotape, plus leader's guide and workbook is available for license at \$120.00. Workbooks, \$1.00 each, minimum order, 10 copies.

For further information, contact BNA Communications Inc., 9417 Decoverly Hall Road, Rockville, Maryland 20850 or (301) 948-0540.

# Heart Rate Monitor Helps Athletes Improve Performance

Heart rate monitors have been used in the detection of heart problems for over a decade. Now, Thought Technology, a Montreal bio-electronic company, has developed a new, compact, highly-accurate heart rate monitor and given it a valuable new role as an aid in stress detection and management.



Athletes will find the HR100T extremely helpful in training programs. Heart rate recovery measurement after strenuous workout will help determine body efficiency levels. In general, the increased awareness of tension and anxiety levels, and the resulting ability to control them will result in higher accuracy and higher standards of performance among athletes of every sport or skill.

The HR100T is representative of today's microminiature, solid-state instrumentation. A simple clip attaches to finger or toe so as not to interfere with body movement, and provides highly accurate readings.

# PRESIDENT'S OUTLOOK

# Who should attend the Annual Conference and Exhibit?



Stephen W. Edgerton, CESRA Xerox Corporation 1982–83 NESRA President

Who should attend NESRA's 42nd Annual Conference and Exhibit?

Individuals concerned with the building of positive employee morale should attend this conference. Personnel in the field of employee services, employee recreation, personnel, employee relations, health and fitness, volunteers of employee activity clubs, along with students, military personnel and other individuals interested in new and unique ideas for building and maintaining a high degree of employee morale for their company can benefit from attendance.

And why should these persons attend the conference?

Well, today more than ever, with America's productivity and employee morale at such dangerously low levels, employee services and recreational activities have taken on a new importance in managements' attempts to build positive employee relations.

NESRA's conference programs have shown to be instrumental in opening lines of communication, recruiting and retaining good employees, curbing absenteeism, promoting employee leadership and responsibility, providing recognition and helping to develop a strong sense of employee pride and loyalty to the company . . . factors that can add to or detract from an organization's profitability.

NESRA's professional development sessions are geared toward assisting the professional or volunteer administrator in planning, organizing, promoting, justifying and administrating an effective employee services and recreation program. A number of pertinent topics will be discussed by professional leaders who have had years of experience and can share with you their expertise and knowledge in this rapidly growing field. This conference will provide attendees with the opportunity to expand your professional growth while at the same time allowing ample opportunities for the personal exchange of ideas and individual problem solving.

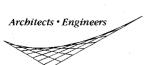
More than 100 exhibitors are expected to attend, providing convention-

eers with a vast array of new and stimulating employee services and programming ideas. Individuals representing sporting goods, sportswear, group and individual employee vacation travel programs, health and fitness equipment and programs, themed amusement parks, family entertainment centers, merchandise resale programs, plus many more employee services and activities will be available to discuss a number of new and unique ideas that can help an employee services and recreation program or complement existing programs and activities

Finally, conference social functions—whether the Western Ho-Down, Management Luncheon or Presidents' Ball—provide delegates, spouses and students with a relaxed atmosphere conducive to sociality. At these events, conference attendees have the opportunity to get to know their peers, exchange business cards with fellow professionals and establish contacts for future references.

Who should attend NESRA's 42nd Annual Conference and Exhibit? Everyone. Everyone whose aim is to "Build for Excellence."

# professional services directory



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# **NESRA CALENDAR**

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson, CESRL (213) 354-5367 or Jim Mowery (213) 843-2858.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Sue Potter—(614) 227-6417.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Pat Yandell—(214) 234-7679.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact George Mullen—(513) 227-5938.

Denver Metro Industrial Recreation Council/ Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets on the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Rrecreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5000.

League of Federal Recreation Associations/ Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 496-6061.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323

Metro Employees Recreation Chapter/Houston, Texas. Meets on the third Thursday of the month. Contact Laura Davis—(713) 754-5825.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-3938.

Minnesota Employee Recreation and Services Council/ St. Paul, Minnesota, meets on the third Thursday of the month. Contact Ralph Ferrara—(612) 540-7370.

New York Industrial Recreation Directors Association/New York, New York. Contact Anne Cox—(212) 398-2460.

Oakland Industrial Recreation Association/ Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/ Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Antonio Corporate Recreation Association/ San Antonio, Texas, meets on the second Wednesday of the month. Contact Hector Luna—(512) 690-2311.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Chapter/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosho—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

### Conference & Exhibits

Region VII Conference and Exhibit will be held September 8-11, 1983 at the Sheraton Harbor Island, San Diego, California. For further information contact NESRA headquarters.

**42nd Annual NESRA Conference and Exhibit** will be held May 5-8, 1983, Columbus, Ohio. For further information contact the NESRA office at (312) 345-7575.

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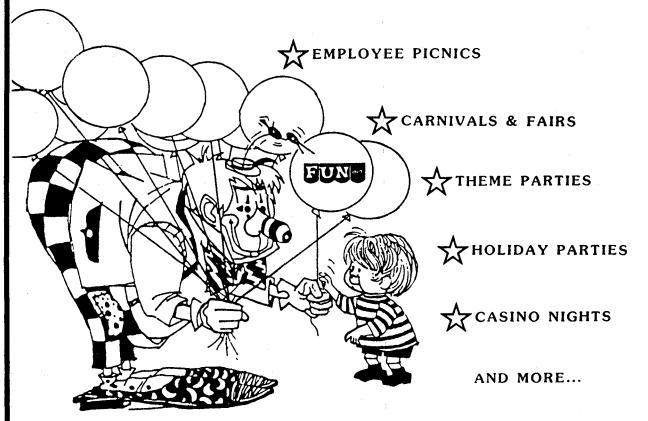
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**Build for Excellence at** NESRA's 42nd Annual Conference and Exhibit, May 5–8, 1983, Columbus, Ohio.



The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Employee Services Management is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

JOURNAL OF EMPLOYEE RECREATION Management HEALTH AND EDUCATION

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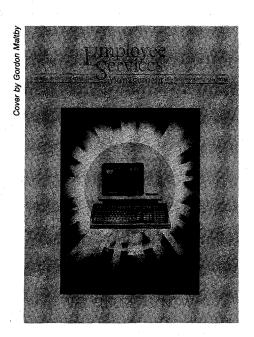
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# In this issue . . .



The communications age is thriving in all facets of life—from work to play We can, of course, ignore the impact of communication on our daily lives But more realistically, we can embrace it and reap the benefits of using oral written, mass and computer communication to its fullest.

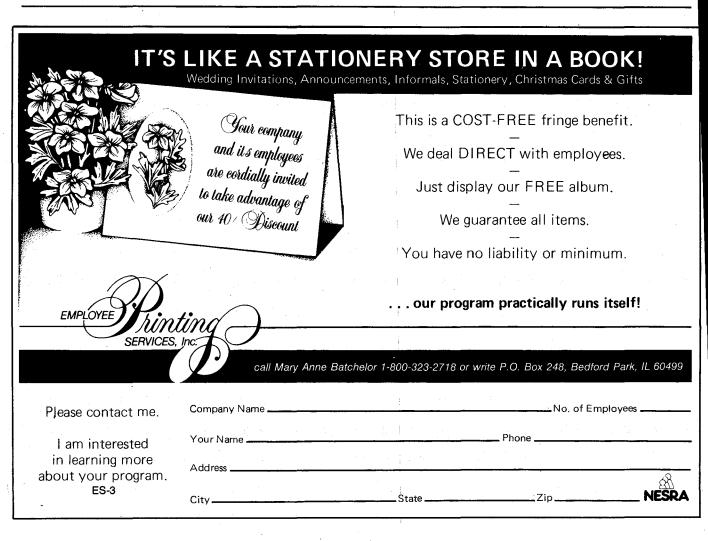
This issue's cover story, "The Future Is Now," looks at the catalyst of the information explosion: the computer. This technological wonder is just beginning to find its way into personnel and employee services and recreation departments, leaving in its wake impressive gains in office productivity.

Similarly, video technology is enabling companies to build better communication, and hence, improve productivity. "Video At Work" is an employee communication case study detailing the success of one company's video venture.

Successful communication isn't limited to high tech, however. Words of encouragement and pats on the back can make a difference in people's attitudes. The success of such motivation is affirmed in the article, "The Power of Praise."

Fitness and health leaders are joining together to communicate an important message to companies: employee fitness programs are good business. "Employee Health and Fitness: The Corporate View" details the symposium touring the country on a sound fitness and health platform.

Finally, NESRA has announced its 1983 Employer of the Year: Robert W. Galvin, Chairman of the Board and Chief Executive Officer of Motorola, Inc.—a man who communicates more than corporate facts and figures to his 78,000 employees.



# Employee Services JOURNAL OF EMPLOYEE RECREATION Management HEALTH AND EDUCATION

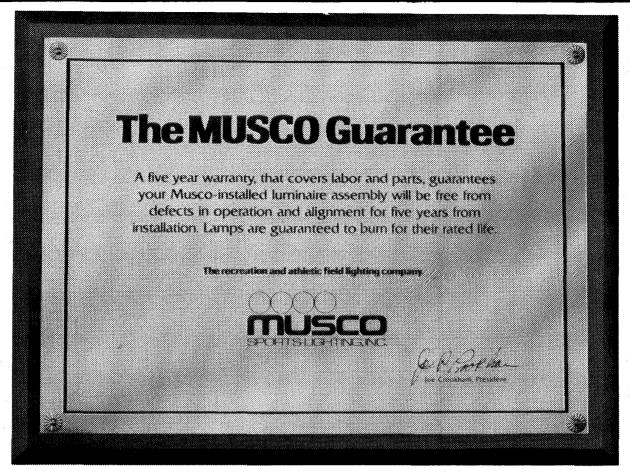
May/June 1983 ● Volume 26 ● No. 4

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# **NEWS IN BRIEF**

# Company Chairman Speaks Out on Wellness

Commitment, discipline, cooperation and business-like pragmatism are needed now to reduce health care expenditures without reducing the quality of health care.

Goodyear Tire and Rubber Company Chairman Charles J. Pilliod Jr., the 1975 recipient of NESRA's prestigious Employer of the Year award, made that point when he addressed the centennial seminar at the University of Colorado's School of Medicine in Denver last March, reported the Wingfoot Clan, the Goodyear company newspaper.

"In attaining our high level of health care quality and trying to make it available to everyone," Pilliod said, "we have created built-in cost increases that could break our system or greatly reduce its effectiveness. Obviously, our government, the medical profession and business do not want either. So, forced by circumstances that have not been but can be controlled, we must work together toward health service cost management."

Among the problems cited by Pilliod as leading to high health care costs were these:

- A national excess of about 100,000 hospital beds at a waste of \$3.33 billion per year.
- An increase of 1,101 percent in national hospital expenditures per capita, from \$31.08 in 1960 to \$392.20 in 1980 vs. an inflation growth of 180 percent.
- An increase in hospital utilization per day at an annual average of 966 per 1,000 persons in 1960 to 1,214 today.

Pilliod was critical of the medical profession, pointing out that unlike the situation in business and industry where more providers and greater production capacity generally reduce costs, the American medical profession has experienced an increase in physicians with no lowering of costs.

The Goodyear executive also zeroed in on the rising health care costs facing his company and the city of Akron.

Since 1975 Goodyear's cost of hospital, medical care and drugs have increased at an annual average of 13 percent. They were \$62 million in 1975 and \$129.6 million in 1982.

Goodyear is budgeting at \$149.7 million in 1983, a 15 percent increase over 1982—all this despite a gradual but steady decline in the number of employees, Pilliod said.

Pilliod also described Goodyear's extensive physical fitness activities as (continued on following page)

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### **NEWS IN BRIEF**

(continued from previous page)

an example of preventive medicine.

"Company sports and recreational programs that contribute to physical and mental fitness have long been important in Goodyear employee relations," he said. "They now have greater importance, by plan rather than happenstance.

"We're investing more in employee wellness' not just because we want to help employees improve the quality of their lives and their on-the-job productivity but also in the hope that it will help to reduce our costs for medical care . . . This is evidence of industry's new awareness that it must consider all options for lowering the total cost of health care."

But Pilliod also said that "perhaps the most important option of all" is the ability of business to bring about change in the health care delivery system.

# Minicomputers Will Play a Large Part in U.S.

## Reindustrialization

U.S. industry, responding to the challenge of foreign competition, will be placing an ever-increasing emphasis on computerization as a means to enhance operational efficiency and worker productivity. Minicomputers, particularly as applied to business data processing, will benefit from this reindustrialization. As a result, according to Predicasts, Inc. the Cleveland-based market research and business information firm, the minicomputer industry can look forward to continued growth through the mid-1990s.

In *Minicomputers*, a recently released study, Predicasts' Manager-High Technology Research, Neil Di-Geronimo, concludes that the market for minicomputers will expand at an average of 11 percent annually through 1995, growing from about \$4 billion in 1981 to over \$17 billion.

The minicomputer industry has

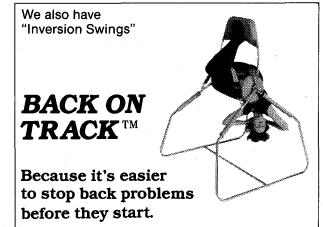
undergone some dramatic changes since its beginnings in the early 1960s. The systems of twenty years ago bear little resemblance to contemporary units, neither physically nor in computing power. Today's minicomputers exceed the computational capabilities of the most advanced mainframes of the 1960s, and their perceived function has also changed, from limited automatic control applications to an indispensable part of the data processing spectrum.

The increased application of minicomputers to business data processing led to a rapid expansion of their installed base from about 52 thousand in 1972 to over a half million in 1981a growth of almost 30 percent a year. Due to maturation, Predicasts expects this growth to slow somewhat during the early 1980s, but still maintain a strong 18 percent annual rate through 1985, when the number of units in use will reach nearly 1 million. Between 1985 and 1995, says Predicasts, growth will settle in at about 14 percent per year, and result in an installed base of over 3 million units by the mid-1990s.

# **Awareness and Health Unlimited**

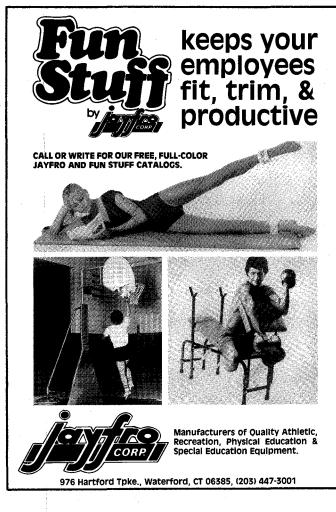
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By 1995, Predicasts estimates that 70 percent of all minicomputers in use will be devoted to business data processing functions, up from 12 percent in the early 1970s.

# Income Varies Widely in Personnel/Industrial Relations Field

Who's the highest paid personnel/industrial relations practitioner in the U.S.? The lowest? Composites representing these individuals were drawn by Dr. Steven Langer, using data from his recent survey of over 1,100 organizations. The 366-page survey report 'Salaries & Bonuses in Personnel/Industrial Relations Functions (4th Edition),' can be obtained for \$150.00 from Abbott Langer & Associates, 548 First Street, Crete, IL 60417.

The composite PA/IR practitioner with the highest annual income (salary plus bonus) is the Top Personnel/Industrial Relations Executive in a petroleum or related firm with 10,000 employees or more and annual gross sales of \$25,000,000 or more. He or she is located in New York City and vicinity, has 25 or more subordinates, holds a graduate degree, and has been in this field for 25 years or more. While the median Top Personnel/Industrial Relations Executive makes \$42,780 per year (salary plus cash bonus), the highest-paid individual in this group makes well over \$200,000 annually.

Far to the other end of the income spectrum, Employment Interviewers who interview clerical applicants have a median income of \$15,708. In this group, income is lowest if the individual is in the southwestern states, is employed by a hospital or nursing home, is with the employer of 2,500–4,999 employees, has not received a college degree, and has only one or two years of experience in the field. The lowest-paid individual in this group earns under \$10,500 per year.

The median incomes of some of the 62 jobs included in the survey report are: Test/Testing Specialist—\$17,514; Employee Health Nurse/Plant Nurse—\$20,719; Personnel Information Systems Specialist—\$21,000; Compensation Analyst—\$21,980; Training

Specialist (Plant)—\$23,520; Recruiter (Professional/Managerial)—\$24,700; Safety Specialist—\$25,410; Employment Manager—\$26,135; Employee Services Manager—\$27,200; Recruitment Manager—\$28,115; Organizational Development Manager—\$29,220; Training Manager—\$29,450; Compensation & Benefits Manager—\$30,847; EEO/Affirmative Action Manager—\$31,749; Labor Relations Manager—\$38,341; and Top Employee & Community Relations Executive—\$38,803.

# 1982 Accidental Death Rate at All-Time Low

The accidental death rate in 1982 per 100,000 population was 40.4, down six percent from 1981 and the lowest rate on record, the National Safety Council recently announced.

The Council said approximately 93,500 persons died accidentally in 1982, six percent below the 1981 total of 99,000. This is the fewest number of accidental deaths since 1961. Except (continued on following page)

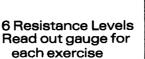
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## NEWS IN BRIEF

(continued from previous page)

for a small increase in home deaths, other classes decreased from three to 10 percent.

Disabling injuries were estimated to be 9 million, including about 340,000 persons who suffered some degree of permanent impairment, ranging from partial loss of use of a finger to blindness or complete crippling. Last year 9.4 million Americans suffered disabling injuries.

Motor-vehicle deaths, which account for the largest number of accidental deaths, showed the largest percentage decrease. There were approximately 46,300 deaths from motor-vehicle accidents in 1982, a decrease of 10 percent from the 1981 total of 51,500.

The 1982 death total for work accidents was approximately 11,100, an eight percent decrease from 1981. Disabling injuries numbered 1.9 million. The death total excluding agriculture was about 9,300, of which 1,000 occurred in manufacturing industries.

Home accidental deaths in 1982 totalled approximately 21,500, a two percent increase from 1981. Disabling injuries numbered 3.2 million. Falls caused about one third of the deaths; fires, burns, about one fifth; all other types about one half.

All age groups had decreases in accidental deaths in 1982 compared to 1981, except the zero-to-four age group, which increased eight percent. The 45-to-64 year age group had the largest decrease, 12 percent.

The National Safety Council said accident costs amounted to about \$90.6 billion in 1982, vs. \$87.4 billion in 1981. The 1982 total includes wage loss of \$22.9 billion, medical expenses of \$11.8 billion, administrative and claim settlement costs of insurance \$17.0 billion, property damage in motor-vehicle accidents of \$15.7 billion, property loss in fires of about \$7.5 billion, and certain "indirect" costs of work accidents of about \$15.7 billion.

(continued on page 12)

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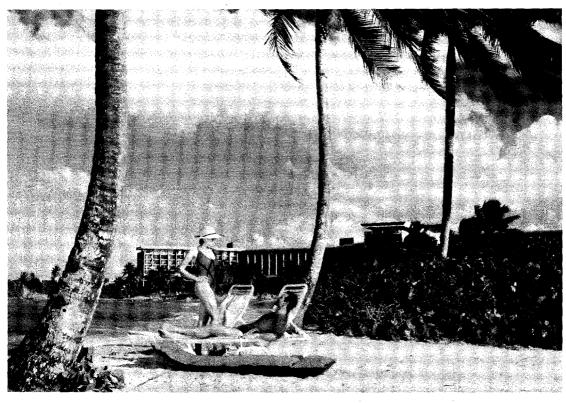
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# **NIRREF BRIEFS**

# NIRREF Studies Research Proposals

The National Industrial Recreation Research and Education Foundation, NIRREF, is currently studying four research proposals for funding.

"Effectiveness of Corporate Fitness Programs; A Case Study," will include comparative data from both participating and non-participating employees in the company fitness program. This study will look at the relationship between involvement in a corporate fitness program and physical health and job performance. The case study will also look at the drop-out rate of fitness program participants and compare participants who remained in the program with those who did not. Finally, this project would include a pre- and post-analysis of jobrelated factors, such as absenteeism, insurance claims, turnover and performance for six-month participants.

A second proposed study, "Physical Fitness Training and Recreation to Enhance Performance and Job Opportunities," will review job analyses and the development of fitness program goals for men and women desiring to train for physically demanding jobs. The study will then evaluate the training effects of the program and evaluate job performance after program participants complete three months on the job.

Another proposed study, "Identifying Middle-Aged and Older Workers for Fitness Programs: Development of a Screening Battery," would concentrate on members of the employee population over 40 years to develop a thorough fitness screening. Initial testing would involve health history, job stress, current health status, health habits and job performance. Conclusions will be drawn from five- and ten-month follow-up exams.

The final research project, "Cor-

porate Fitness Programming and Managerial Effectiveness" is a proposed oneyear study of 50 managers. Initially, data on their weight, body fat percentage, blood pressure, personality and managerial competence will be collected. The 50 managers will then be split into two groups, with 25 embarking on a formal fitness training program for eight months and 25 abstaining from participation in a formal program. The conclusions from this research will reveal the post-training effects on program participants.

These proposals are samples of the types of research projects presented to NIRREF.

NIRREF does not, however, limit itself to fitness-oriented research. A broad spectrum of research areas is welcome to meet the varied needs of the employee services and recreation profession.

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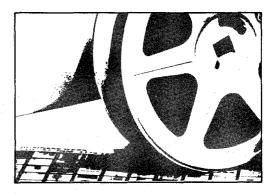
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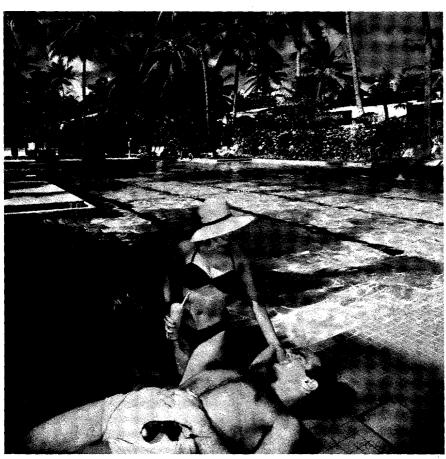
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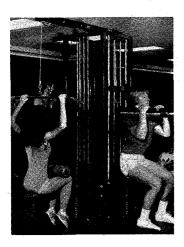


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## **NEWS IN BRIEF**

(continued from page 8)

# **Defining Productivity**

Productivity has been described a defined in a variety of ways, particlarly during the economic downturn recent *Wall Street Journal* article cluded the following explanation.

"Over the long term, of course, a vancing productivity plays a vital regin economic growth. If a worker go 10 percent more pay per hour, but al produces 10 percent more per hour, pay isn't inflationary, and his standa of living tends to rise. But if he go 10 percent more pay and produces more than before, or perhaps less, t pay increase can be highly inflationa and can reduce the general living sta dard. It drives up the employer's pe unit labor costs and places him und pressure to raise prices and possib also to lay off workers."

### T.G.I.W. and T.

Perhaps people should be thankin the deity that it's Wednesday or Thurs day, instead of Friday. That's becaus Wednesday and Thursday are the "sat est" days of the week, based on U.S government data on the number of deaths occurring in the nation each day during 1978 (the latest available figures).

The most dangerous day? That's Sat urday, says the U.S. Public Health Ser vice, which reported an average of 5,415 deaths in 1978 from all causes on tha normally relaxed day. The average number of deaths on a Wednesday was 5,232, two more than on Thursday. Friday of T.G.I.F. fame averaged 5,293.

# NAMES IN THE NEWS

### **Deceased**

Harold "Chuck" Rost, 59, Manager of Recreation, Motorola, Inc. in Fort Lauderdale, Florida died suddenly in late March. The 30-year Motorola employee was a NESRA member active in coordinating several regional golf tournaments.

# Know us by the companies w keep



The National Employee Services and Recreation Association is known by the companies it keeps—year after year. Over 2,200

members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership. NESRA, 20 N. Wacker Drive, Chicago,







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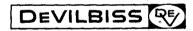
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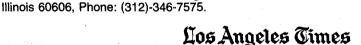




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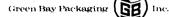














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# The Power of Praise

by Kimberly A. Thomas

A child in a quaint small town classroom. An adult in a highly complex workplace of a multi-national corporation. The two are seemingly worlds apart. Or are they?

Not in the eyes of author, business consultant, motivational speaker and 27-year educator Richard Buchholz. To him, both the child and adult share a commonality that affects their motivation and their behavioral patterns; they are both positively affected by the power of praise.

"It is a truism that attention given any behavior causes that behavior to repeat," said Buchholz, author of *The Power of Praise* and *A Plan for Parents*. "If people simply keep their eyes open to good actions and jobs well done, even more good behaviors will result."

A crusader aiming to "prove the power of praise" Buchholz advocates a "Praise Code System" which calls for behavior modification by withdrawing the attention usually given negative behavior and instead using positive reinforcement to only give attention to those who behave correctly.

What are the benefits of this behavior modification, this conscious effort to praise individuals such as employees, bosses, children, parents, and teachers? "A happier and more productive atmosphere," answers Buchholz.

# Praise: a universal practice

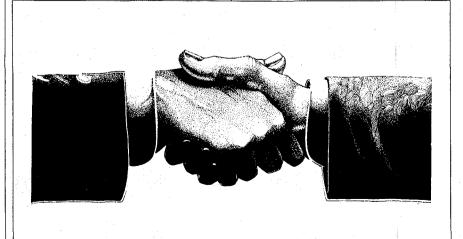
A pat on the back to a deserving individual can be delivered by anyone—from department manager to homemaker to child.

"Everyone has grown up with the word 'discipline,' "said Buchholz, "the word 'praise,' on the other hand, is not so widely used. However, it can be—by everyone."

Positive reinforcement, or praise, contends Buchholz, is simply a helpful human relations tool that works with children of any age. For the past several years this advocate of good will has spread his message to more than 13,000 "children" in more than 100 groups ranging from business and industry to educational institutions, media and special interest groups.

"Of course, parents are in a most important position to use and profit from praising their children," stated Buchholz. "Children who get a lot of attention for their good behavior will develop a good self-concept. Educators, too, can have a positive influence on children by setting a good example and taking interest in what they do.

"Teachers," he added, "tend to give attention only to inappropriate behavior. If attention given any behavior



causes that behavior to repeat, it is no wonder many students misbehave—it's the only way they get recognition."

Yet praise should not end with child-hood, Buchholz warns. Adults, too, can benefit from a frequent pat on the back.

"American production would be tops in the world if bosses would only be more humane," noted Buchholz. "It seems that many bosses are waiting for workers to make a mistake and workers are waiting for the boss to make a mistake, too. If bosses changed their focus and looked for good things . . . and gave attention and recognition to these worker behaviors . . . more good behavior would result."

A boss who gives praise to workers is likely to be happier, according to Buchholz, because workers who get recognition from a caring boss will, in turn, praise the boss for his or her good behavior.

"Workers," added Buchholz, "just like children and students, will do better when recognition is given them by others. Performance levels will raise when employees are made to feel they are an important part of their company."

Bosses, particularly human resources professionals, could benefit by drawing out more productive behavior from their employees. Employee services managers can also achieve better results by encouraging and motivating employee volunteers.

Buchholz suggests that bosses should keep their eyes open for good work habits exhibited by employees and accentuate the positive elements they observe in the business situation to eliminate the negative. He also recommends that managers be quick with honest praise, involve colleagues in decisions to boost their self-concept and set a good example.

Employees, too, can have a positive effect on management's behavior if they give attention to the boss when he or she acts correctly. "It's simple," said Buchholz, "bosses are people too. If they get recognition from employees for certain behaviors, they will act that way again to get more attention and recognition."

Also important in building a healthier, happier and more productive atmosphere is that employees be more humane to their fellow workers. Any kindness shown by an employee, says Buchholz, will cause more kindness to show up in the workplace. "A positive atmosphere in any group breeds success," he concluded.

Buchholz's bottom line advice is concise: praise in public and punish quickly and quietly in private.

"The same concept works on everyone," emphasized Buchholz. "Attention given any behavior causes that behavior to repeat. Quite simply, the Praise Code urges everyone to give attention to all the good things happening around them to ensure that the good will prevail."

# The profits of praise

For those at a loss for ways to praise, Buchholz offers 99 suggestions in the "As the paper sales chairman of the Old Newsboys Goodfellows Association fund drive for charity, my 'praise' approach resulted in an additional \$20,000 in collections," said Buchholz. "And now as president of the association, sales have increased by another \$10,000."

Buchholz also put his praise to use when he served as director of the Jefferson Center for Vocational Rehabilitation.

"I decided to praise teachers publicly for good attendance after I noticed the average days in one year missed numbered 13," explained Buchholz. "The result was a drastic drop in absenteeism to only three days per year."

In light of the results Buchholz realizes through his praise campaign, he concluded that "the sooner you reward

# THE PRAISE CODE

WHEREAS many parents, educators, bosses and authoritarians, in general think the problem in homes, schools, businesses and our society is a lack of discipline;

WHEREAS many authoritarians overlook hundreds of opportunities daily to praise and give attention to the good behavior of others;

WHEREAS attention given any behavior causes that behavior to repeat;

**BE IT KNOWN**, therefore, the object of this PRAISE CODE is to recommend to authoritarians that if they make an effort to observe the many good things happening around them and give attention and praise to these behaviors, their effort will result in these good behaviors being repeated.

**BE IT KNOWN** also, that praise works on authoritarians, too. Therefore, it is suggested that children, students and workers give attention to the good behavior of their parents, educators, and bosses for the same results.

**BE IT KNOWN** further, that if people cannot think of what to say when they observe good behavior, this PRAISE CODE here offers a few suggestions:

SUPER/GREAT/GOOD FOR YOU/THAT'S BETTER/THAT'S RIGHT/WON-DERFUL/MUCH BETTER/THAT'S GREAT/NOW YOU HAVE IT/WOW/MARVELOUS/NICE GOING/PERFECT/SENSATIONAL/TERRIFIC/I KNEW YOU COULD DO IT/I LIKE THAT/THAT'S IT/SUPERB/GOOD JOB/YOU'RE REALLY IMPROVING/THAT'S THE WAY TO DO IT/OUTSTANDING/EXCELLENT/FANTASTIC/WAY TO GO/FINE/THAT WAS FIRST CLASS WORK/CONGRATULATIONS.

The PRAISE CODE reminds you that when you give love, praise and attention, you get it back. So, do yourself and others a favor—Praise someone today!

opening of his book: "Good work!" "Keep it up!" "You're doing a great job!" "Way to go!" "Outstanding!" "Terrific!" "Congratulations!" . . . and the list goes on.

Just as the ways to praise are virtually infinite, so are the fruits of one's labors of praise quite significant. When positive feelings are shared and encouraged, a more pleasant atmosphere can only result.

Productivity can improve in business situations where praise is an added factor

proper behavior, the better."

"Cemetaries are simply places full of nice sayings," Buchholz once told the Continental Secret Service Bureau, "that no one thought to pass along while the people were still alive."

Praise Code Seminars can be arranged for your group through Richard Buchholz, Toledo Do-It-Yourself Company, 3427 Maher Street, Toledo, Ohio 43608, (419) 726-6966.

# THE FUTU

o, computers aren't the wave of the future. They're the present. And even a part of the past.

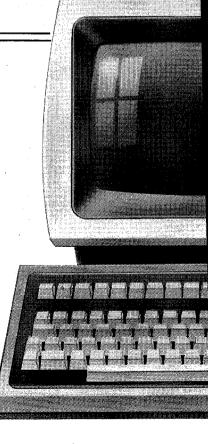
Yes, the information age is here and progressing at an almost incomprehensible speed thanks to a fairly recent invention called the computer, which has, no doubt, transformed the world.

As more demands have been made upon the workforce, a greater emphasis has been placed on increased efficiency through office automation. What is the bottom line in office automation? Computers—those high-tech typewriters with faces a-glow and voices a-whirring that deny the limits of human time.

Sales of computer hardware and software are leaping by 50 percent per year. International Data Corporation, a Massachusetts research and consulting firm, reports that in 1981—for the first

time—U.S. manufacturers shipped of million computer systems to mark throughout the world. By 1986, a number will reach 5.9 million and t growth of desk-top computers will "staggering," predicts the firm. Ar the California research firm, SRI I ternational, says that the number of which they term "electronic work stations will top the number of electric typ writers in offices by the end of the de ade.

Boosting office workers' productivity is crucial, reports *Nation's Bus ness*, because they comprise 53 perces of today's workforce and may approach 65 percent as early as 1985.



# EIS NOW.

by Kimberly A. Thomas

Vhy are more business turning to aputers? The reason is twofold: easto-use technology and substantially er prices. In the past five years, ording to *Nation's Business*, prices mall office computers, most of which on a desk top, have dropped about percent per year. A decade ago, a k-top computer cost about \$25,000. lay, small office computers by comies such as International Business chines, Texas Instruments, Digital, and many others, cost as little \$2,000 for terminal, monitor and nter.

# he new technology

Computers have been hailed as a labor and time-saving boon to managers. Now, more than ever before, information is truly at the fingertips of its users.

And, because of simpler technology, those interacting with *Time's* Machine of the Year can obtain their information more quickly.

Perhaps one of the easiest ways to understand the concepts of computerization is to view the instrument as a complex calculator; numbers or words are punched in and the operation to be performed is indicated. What primarily separates the computer from the calculator is its memory—where data, programs or sets of instructions are stored. Once entered, these programs are automatically followed by the computer.

(continued on following page)



### THE FUTURE IS NOW

(continued from previous page)

At the heart of computer hardware is the microprocessor, or brain, that manipulates information and interprets program instructions.

Results of the computer's work can be communicated via a video display terminal, similar to a television screen, a printer or telephone line, in which a modulator-demodulator or "modem" adapts computer signals to transmit information to another computer.

Today's computers include simpler technology than that of a decade ago, enabling quick comprehension for its users. "We learned how to use the office computer with a self-taught program," said Ralph Ferrara, Manager, Employee Recreation, General Mills. "Now, it takes very little time to retrieve information and balance our books."

# hould your office hire a computer?

"Computers go beyond human limitations," said Becky Serey, Manager of the Microcomputer Services Group, Ohio State University and speaker at NESRA's upcoming conference. "With limited manpower and time, offices can find the answer to efficiency with computers."

Serey says computers "get to the heart of successful managment: having more, up-to-date and accurate information enhances performance. Computers provide better records management and maintenance of files; retain more information in less space than paperwork; and allow easy access to information."

Because computers can handle a greater quantity of information concisely and in a timely fashion, Serey finds them useful in the workplace. And, she adds, they almost force consistency. The simpler users keep the system, the more efficient it—and they will be.

"Our computer system has enabled us to be more self-sufficient," said General Mills' Ferrara. "Now, our corporate accounting department doesn't

# Computer Clubs: High-Tech Interest

The nation's fascination with computers has sparked a high-tech interest among the workforce. In fact, computer clubs are among the fastest-growing special interest groups within corporate employee services and recreation programs.

One hundred and seventy-five employees at the Tennessee Eastman plant in Kingston have recently chartered a computer club. Their purpose is to promote the use of home computers and other small computer systems, and to share knowledge, experiences and activities among Eastman people. Members' specific interests lie in the areas of personal and business computer usage, programming and equipment.

"Basically, those involved in the group want to learn all they can about computers," said Joe Bender, Supervisor of Recreation, Tennessee Eastman. "At our next meeting, local computer vendors have been invited to display their merchandise and answer questions our people have regarding computer hardware and software.'

At General Mills in Minneapolis, 130 employees share enough interest in computers to join the company computer club. Computer classes, conducted by the University of Minnesota, are available for credit to the General Mills workforce directly on

the company premises.

"This club is always learning." said Ralph Ferrara, Manager of Employee Recreation at General Mills, 'and they prove that recreation groups are more than fun and games."

have to spend a disproportionate amount of time on the recreation clubs' nickel and dime transactions. They can, instead, devote their time to our company's billion dollar business.

"Our computer can break down all the clubs' expenses in an easy to understand and comprehensive program," continued Ferrara, "and show us where money comes from and where it goes."

"As the sole person in charge of programs for 6,000 employees and a \$100,000 employee services and recreation budget," noted Joe Smith, Recreation Manager of Employee Services for Puget Sound Naval Station, "the computer is like an assistant to me. It helps me save time by eliminating so much paperwork."

For Bob Crunstedt, Supervisor of Recreation Services for Honeywell, Inc., a computer system has allowed his department to service a greater number of employees without adding more staff.

"Because of the time and labor saved," said Crunstedt, "we can execute other responsibilities and maintain more efficient records."

The uses of a computer in an employee services and recreation depart-

ment are as varied as the incentives for purchasing the high-tech equipment. Keeping financial records, maintaining an inventory, studying employee surveys, scheduling tournaments, retaining league statistics and printing mailing labels are some of the major accomplishments a computer can tackle.

"Our computer prints mailing lables, records and calculates financial data, lists class rosters for the afterhours educational programs, stores our vendors listing and even gives us the results of a company-sponsored race," stated Crunstedt.

Microcomputer specialist Becky Serey says the uses of a computer in an employee services and recreation program are quite impressive. She notes that word processors can produce an employee survey in reduced time and statistical programs can be purchased so the computer can evaluate the survey. An electronic worksheet or a scheduling software program can facilitate easier tournament scheduling. In addition, a data-base management system, known as an electronic filing system, can keep ongoing inventory records for a company store or discount program and also print invoices. Finally, all financial records-including



At Honeywell, a computer system means employee services and recreation can reach more people.

budgets and payrolls—can be handled by a computer system.

#### Evaluating your needs

Though computers hold a great potential for improving productivity, they are not for everyone or every office. Computer experts and users agree that prior to purchase, an individual should evaluate his or her own needs or those of the office.

"The first question you've got to ask yourself," said Ferrara, "is, 'Is there enough volume to justify the expense of a computer? If there isn't a need and the tool isn't used wisely, buying a computer could be a poor investment and a waste of time, money and people."

After evaluating personal or professional needs, Ferrara recommends potential computer buyers seek the advice of experts. He also suggests that the individual shop selectively for a computer and talk to other NESRA members who already use them.

"I think buyers should first sit down and analyze their manual functions," echoed Honeywell's Crunstedt. "They need to decide what functions could be done more efficiently on an automated system. Based on this, they should compose a 'wish list' of things they want the computer to do, such as word processing or budgeting. Once needs are determined and a price range set,

products can be evaluated for their usefulness."

Puget's Joe Smith, on the other hand, believes computers hold something for everyone. "In order to expedite work and administer programs, I think a computer is essential," he explained. "I can't see anyone without a need."

#### Shop around

Since more than a few pennies will be invested in an office computer system, the buyer should beware. And the buyer should do his or her homework before succumbing to the salesperson's pitch.

Money magazine detailed six factors to consider when purchasing a computer:

- 1. Memory. The buyer should determine in advance how much memory is needed in the computer. Point to consider: the larger the memory, the higher the price tag.
- 2. Storage. Programs that are purchased are then put on a storage device and loaded into the memory. Floppy disks are used with many small office computers, but store fewer information bits than hard disks.
- 3. Display. This is what appears on the screen. It can be monochromatic or multi-color. The more picture elements (or tiny dots that make up the shapes and letters) a display has, the sharper the image.

- 4. The keyboard. Here, man meets machine. Some keyboards are springy, some spongy, some membrane-type—meaning that the keys don't move mechanically. Generally, mechanical keys are preferred as they are most like electric typewriters.
- **5. Interfaces.** These are the places where peripherals such as printers or disk drives are attached to the computer, usually through the input/output ports at the side or back of the machine. One caution: non-standard parts can mean trouble.
- 6. Documentation. This term refers to the manuals, instructions and guides that come with the hardware. Reading a section of information before purchasing the computer can test comprehension. Consumers should ask the dealer to let them try a procedure after reading about it. This can be a quick and easy way of ruling out overly complex computers.

Buying a small computer system can range from a few hundred to a many thousand dollar investment.

"There are three general categories of small computer systems," said Serey. "Those under \$1,000 include home computers where the television serves as the visual display and no printer or storage is included. In the \$2,000-4,000 range are personal/professional computers, such as the desk-top models. These include their own video display terminals, have storage devices and may include a dot-matrix printer. Word processing and an electronic worksheet are common software pieces for these computers. Finally, small computers come in a \$5,000-\$10,000 range and these include small office/business computer system. In this category, hard disk storage is available, as is a better quality printer. More sophisticated word processing, accounting and data-base management are also available with these models."

According to Serey, a small system could benefit from the following software pieces: data-base management, word processing and an electronic worksheet for financial modeling and budgeting.

(continued on following page)

#### THE FUTURE IS NOW

(continued from previous page)

## asing the workforce into the computer age

The computer age is here, though not every office agrees. But like it or not, most workers will be sharing their office with a computer in the not-toodistant future.

Although computer technology will most likely bring enormous gains in worker productivity, corporate efficiency and the nation's economy, it would be unrealistic, the *Report on Microelectronics and Employment* issued by Labour Canada says, not to expect these gains to be dogged by different periods of adjustment.

Specifically, data provided by the task force suggests there might be problems "generating enough new employment

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to compensate for possible short-term job displacements." And it is likely, the report noted, that many jobs created by the information revolution will require skills not already possessed by the displaced workers.

Nonetheless, the computer age is upon us; the future is now. Therefore, today's and tomorrow's workforce can only benefit by meeting the information age with open arms and hands-on training on its revolutionary machines.

#### Words you'll need to know

Microprocessor. The brain of any computer is the microprocessor, often called the central processing unit, or CPU. A microprocessor is contained on a wafer-thin chip of silicon or some similar semiconductor. Up until now the majority of personal computers have used what is called an 8-bit microprocessor, the new generation ones are 16-bit microprocessors and offer superior power and speed of operation.

Memory. The microprocessor uses only a very small amount of data at a time. In order to execute large programs or process large amounts of text, the CPU must have a place—the memory—to hold the program and data. There are two basic categories of memory. One category comprises RAM and ROM and the other comprises floppy disk and cassette.

RAM, or random access memory, sits right next to the CPU. RAM stores program instructions and data for immediate and almost instantaneous use by the CPU. The CPU reads the instructions and performs the indicated task on the data.

The size of RAM is an important element in determining the amount of work the computer can do and the speed with which it can execute its tasks. The manufacturer often lists the computer as having a memory of, say, 48K (common ranges are 4K to 64K). This means that the computer's memory—the RAM—will store approximately 48,000 bytes, or characters.

RAM has one other important characteristic: It is not a permanent memory. When the machine is turned off or another program begun, the contents of RAM are erased. If you want to store something for future use, you'll need a secure place to put it. That is the role of cassettes and floppy disks.

ROM stands for ready-only memory. Like RAM, it sits right next to the CPU. ROM contains instructions that are permanently available to the computer. Some computers, for example, have a program stored in ROM that allows the CPU to understand the BASIC programming language without using any other software. Unlike RAM,

ROM remains after the power is shut off.

Floppy disks and cassettes share the same basic technology: a magnetic surface that stores information. They are used as permanent memory for both programs and files.

Disks are the best of the two by a clear margin; they are faster and can store more data, and most programs on the market are available in disk form. But disks and disk drives cost more, and for that reason many new users start with a cassette memory.

**Keyboard.** A keyboard is the medium by which the user communicates directly with the computer, gives it commands, and types in text or numbers. Often there are special keys that allow the user to perform particular editing functions.

Screen. The screen that allows the computer to communicate with the user is housed in the same box as the rest of the computers in some models: in others it is attached by a cord. For some personal computers you can use your own television as a screen, although the quality and quantity of information appearing on the screen may not be as good. Some systems can display only 40 characters across the screen, an inconvenience if you want wider texts.

**Software.** Software is the term for the programs a computer uses to turn the hardware into a thinking and computing machine. The user either buys it already written in disk or cassette form or writes it with a programming language.

Operating system. Each computer must have a master program—its operating system—that synchronizes the CPU, RAM, ROM, disk drives, screen, printer and any other piece of hardware into an integral working unit. All software is written to conform to the computer's operating system. Each operating system is unique; software written for one type of operating system will not work on any other. An industry standard is CP/M, developed by Digital Research, Inc. An owner of a personal computer that uses CP/M has access to thousands of different programs.

-Changing Times, August, 1982

#### **Employee**

## Health & Fitness

#### The Corporate View

by Kimberly A. Thomas

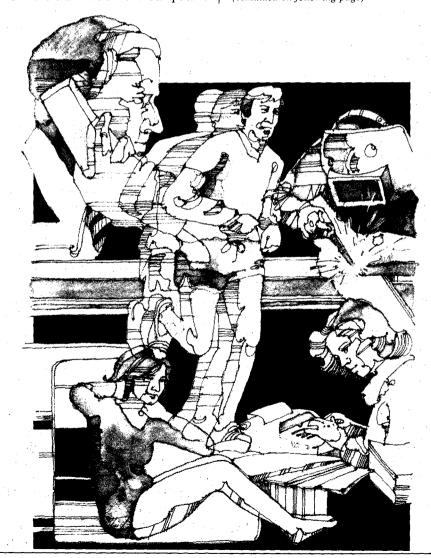
In the beginning, there was manual labor. As each day passed in the creation of work, the nature of jobs changed. By the seventh decade of the twentieth century, man and woman rested and overwhelmingly embraced workstyles and lifestyles that were sedentary.

The twentieth century has indeed spawned a new creation: physical inactivity. Fortunately, the debilitating effects of sedentary work and living habits have not gone unnoticed. Virtually all sectors of society—health care, business and industry, education and politics—have joined the shift in emphasis from treatment to prevention, specifically, exercise.

Reacting to the negative effect of sedentary work and living habits on their economic and human resources, business and industry are among the loudest voices shouting their support of exercise as preventive medicine. This conviction has paved the road for significant health vehicles, employee fitness programs.

"Physical fitness is good business," argues Richard Keelor, Ph.D. "Corporate fitness programs work. Every company—regardless of size—can, with management support and leadership, develop a corporate fitness program that can have significant impact on absenteeism, health costs, long-term disability, productivity and worker morale."

And Keelor should know. He has been in the forefront in developing employee fitness programs for business and industry through his former position as Director of Program Development for the President's Council on Physical Fitness and Sports (PCPFS) and in his current role as President of Campbell's Institute for Health and Fitness. A widely respected specialist in the field of premature aging and degenerative diseases caused by physical inactivity, (continued on following page)



### THE CORPORATE VIEW

(continued from previous page)

Keelor is also the director of a nation-wide series of one-day symposiums for business leaders entitled, "Employee Health and Fitness: The Corporate View." The next program, on May 26 in Chicago, is presented by PCPFS, the Illinois Governor's Council on Health and Fitness; sponsored by the Campbell Soup Company and Universal Gym Equipment, Inc.; and run in cooperation with NESRA and other national organizations.

The symposium provides attendees with information on why employee fitness programs are so vital to American business' productivity, employee health and in lowering corporate health care costs; how to start a cost-effective company fitness program; and how to motivate employees to join a fitness program.

Those attending the symposium will learn that physical fitness in business lessens absenteeism, insurance premiums and overall health care costs; increases morale, productivity, enthusiasm and energy; and encourages healthy lifestyles and may even make the difference between life and death. They will learn the success stories of fitness programs currently operating in companies and hospitals across the United States

Those present will also hear the necessary and detailed step-by-step planning procedures essential to establishing a fitness program. In addition, persons at the symposium will learn how to obtain the endorsement and support of top management for their program; a variety of educational support programs that can be offered through a fitness program, such as nutrition awareness, stress-management, smoking cessation and alcohol and substance abuse; and how to establish an off-site program if an on-site program is not possible.

Nationally and internationally recognized physical fitness experts such as Dr. Kenneth Cooper, author of four books on aerobics and head of the Dallas Institute for Aerobics Research, and

Dr. George A. Sheehan, cardiologist and author of the best-seller, *Running and Being*, will be on hand to lend their insight to corporate fitness.

"This symposium is a well-rounded program specifically designed to help companies implement a fitness programs," explained Frank Smith, National Sales Manager, Universal Gym Equipment, Inc. "Universal is sponsoring this program because we're interested in exciting people about fitness. And we think this is an ideal way to do it."

Registered seminar participants who represent organizations considering health fitness programs are eligible for free consultation services from Dr. Keelor and a team of professional fitness program specialists after attending the symposium. The team will help individual businesses, hospitals and industries develop a program best suited to their fitness objectives and budgets.

"This follow-up is the key to coordinating a successful fitness program," said Smith, "The consultation gives fitness directors a direction for their particular company.

"It's important for us not to stop with a one-day symposium," Smith added. "Those who attend the symposium and their company's top management will no doubt have additional questions. And now, we'll be there to answer them."

Keelor's answer to companies who question whether they should be responsible for improving the health of their employees is two-fold: "It makes economic sense as any business must control their costs (and health care costs are, in many cases, the second leading expense), and it makes common sense because healthier employees are happier, more energetic and more productive.

"Actually," he added, "fitness programs are a win-win proposition for management and labor."

According to Keelor, a comprehensive employee fitness program should include the following: motivation; screening; strength, flexibility and endurance exercise; and health education. In particular, companies, he says, should aim their motivational efforts on the hard-to-reach employees who don't regularly exercise, not the already-fit

## Why is Employee Fitness Good Business?

• Research indicates that active, healthy workers produce more at less cost. Even a modest 10 percent gain in employee productivity could mean doubling the "return on investment" for a given person.

• U.S. industry's total employee health-related costs were between \$113–125 billion in 1981, ten percent of the total payroll costs.

• U.S. industry's total employee health-related costs have been escalating at an average of 15 percent per year.

• Regular exercise has been shown to reduce absenteeism by 3 to 5 days per person, per year.

• In a recent Canadian experiment, employee turnover was reduced from 15 percent to 1.5 percent among employees who participated in a company fitness program.

• Heart disease costs U.S. industry \$25 billion per year in premature deaths, \$11 billion in disability and \$700 million in replacement costs.

• Backaches account for 93 million days per year of lost work and more than \$9 billion in lost productivity, disability payments and lawsuits.

• A recent survey of American corporations which have established fitness programs shows that the benefits "... substantially exceed the costs."

jocks. Making fitness fun can attract the apprehensive members of the corporate family, and make for a healthier and more productive workforce, contend the symposium leaders.

"To be fully effective," said Keelor, "we believe that any attempt to control the cost of health care must stress prevention, and any serious effort to improve the living habits which ultimately disable or kill so many Americans must include a serious commitment to exercise and fitness.

"The question is not whether we can afford such a commitment—for the costs are small—but whether we can afford not to commit ourselves to physical fitness, which is so basic, so practical and so inexpensive."

## Motorola's Galvin Named Employer of the Year

They call him Bob. And to them, the employees of Motorola, Inc., he—Robert W. Galvin, Motorola's Chairman of the Board and Chief Executive Officer—reciprocates with a smile and greeting on a first-name basis.

This CEO believes in the dignity of every employee, all 78,000 of them—from top management to janitorial staff. At service banquets, Galvin foregoes a head table to join employees at their tables. And, in recreation programs, Galvin has participated with the rank and file in such activities as the company chorus and intramural softball league.

NESRA believes this Chairman of the Board and Chief Executive Officer, Robert W. Galvin of Motorola Inc., best exemplifies the supportive force so crucial to today's most successful employee services and recreation programs. Because of his role in developing one of the world's most outstanding employee programs, NESRA has named Galvin the 1983 Employer of the Year.

"The basic objective of industrial recreation," said Galvin, "is to recognize man's needs as a social entity . . . Employee services and recreation provide opportunities for personal expression, individuality and recognition to the men and women in industry. This is an essential part of belonging to an industrial organization."

The company started with \$565 by Galvin's father is now a \$3.5 billion industry and one of the world's largest electronics companies with an impressive list of employee programs. Motorola offers its employees discount

services, company picnics, travel programs, and children's Christmas shows. Employees can also participate in sports and fitness activities such as golf leagues, men's softball and basketball leagues, flag football, bowling leagues and fitness classes, as well as ski clubs, volleyball clubs, racquetball clubs, chess clubs, archery clubs and tennis clubs. Other clubs meeting employee's varied interests include: the amateur radio club, electric vehicle club, engineering club, finance club, managers club and microcomputer club.

For their activities and events, employees at the Motorola headquarters in Schaumburg, Illinois enjoy facilities such as a softball diamond, playing field and lake—all on the company prem-

ises. Similar facilities are present at most locations around the country.

"Aside from personal development, recreation is also good for the company," said Galvin. "Being known as a company with a varied employee services and recreation program helps in recruiting. And the programs are also of great value to families and to the community."

Every Motorola company site sponsors some type of employee services and recreation program for its employees.

"Even our off-shore companies sponsor some activities for Motorola employees," explained Frank Havlicek, CESRA, Corporate Manager of

(continued on following page)

Robert Galvin started working for Motorola, Inc. in 1940, part-time. He permanently joined Motorola in 1944. He has been contributing to the electronics industry since then. In 1956, he was named president of the company, and in 1964, he became chairman and chief executive officer.

He is a past president of the Electronic Industries Association, a director of Junior Achievement of Chicago, chairman of the Board of Trustees of Illinois Institute of Technology, a trustee of the University of Notre Dame, and past chairman of the Industry Policy Advisory Committee to the United States Special Representative for Trade Negotiations to the Multilateral Trade Negotiations under the General Agreement on Tariffs and Trade.

Galvin attended the University of Notre Dame and the University of Chicago, and holds honorary degrees from DePaul University, Quincy College (Illinois), St. Ambrose College (Davenport, Iowa), and Arizona State University.

In 1970, the Electronic Industries Association awarded its Medal of Honor to



ROBERT W. GALVIN
Chairman and Chief Executive
Officer, Motorola, Inc.

Galvin for his outstanding contribution to the advancement of the electronics industry. In 1981, he received the Golden Omega Award, the electrical and electronics industry's highest honor. In 1982, he was elected chairman of the Industry Policy Advisory Committee to the U.S. Trade Representative and is currently a member of the President's Private Sector Survey.

## EMPLOYER OF THE YEAR

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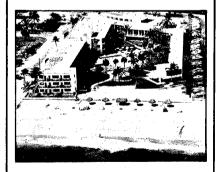
Recreation and Special Services for Motorola Inc. "In Korea, for example, employees have an outstanding chorus, and in Guadalajara, there is an excellent folk dance group.

Perhaps the company's most impressive employee event, though, is the Service Recognition Program, coordinated by Havlicek. Eighteen banquets are organized annually to honor those employed by Motorola for 10, 15, 20, and 25 + years. This year alone, 4,228 awards will be given to employees. Attendance at this event is also quite impressive. Seventy-six percent of the 10-, 15-, and 20-year employees attend the Service Recognition Program and ninety-three percent of those employed by Motorola for at least 25 years enjoy the banquet. Uniquely, Motorola's top management has abandoned the traditional head table in favor of sitting among the employees honored.

"Mr. Galvin's instructions for this program are to have a class act that

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employees will always remember," noted Havlicek. "We aim to make the employees feel they are an important part of our company's success and this special evening is a thank-you for their dedicated service.

"At the banquets are awards, cocktails, hors d'oeuvres, an elegant meal, an orchestra and a professional performer," Havlicek added. "One of the acts hired many years ago was a talented magician for \$350. His name: Johnny Carson."

Undoubtedly, Motorola's most significant contribution to the field of employee services and recreation was the publication of the Motorola Recreation Manual. Not only is this comprehensive guide to coordinating and administering employee programs, services and activities found in all Motorola companies throughout the world, but is available to NESRA members and has been distributed to many companies—from Australia to Saudi Arabia.

"Altogether, Motorola's employee programs are a natural, mutually enjoyable extension of wholesome, on-the-job relationships," concluded Galvin. "Our program has long been one of the strong links in the communications chain among all of us."



Keeping fit the Motorola way



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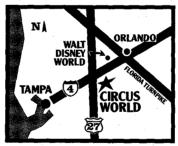
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## Video At Work

Burns & McDonnell is getting its money's worth out of video. The Missouri-based engineering, architectural, and consulting firm is using this rapidly evolving communication technology for a variety of tasks—from training its employees in first aid to bringing them the latest developments in company policy.

"One of the uses of video we've found valuable," says Ron Hicks, training systems coordinator at Burns & McDonnell, "is keeping the company together as *one* company. Top management wants us to maintain the small-company attitude."

With more than 1300 employees in three Kansas City offices, a Florida office, and about 20 field locations, however, keeping in touch with employees is nearly impossible using conventional means of communications. So the company decided five years ago to buy one television monitor, one camera, and one video recorder/player. The results were so positive, says Hicks, that Burns & McDonnell has been adding new equipment ever since.

Today, the firm has three cameras, a television and tape player in every remote location, a studio production system, over 300 masters of video tapes, and a distribution system that contains multiple copies of those tapes. In all, the investment in video exceeds \$100,000. And management at Burns & McDonnell feels it is well worth it.

The construction industry, as the headlines regularly remind everyone, is in a slump. And Burns & McDonnell is feeling the impact of it. "As far as the industry as a whole goes, we're faring very well," says Hicks. "We

haven't grossly reduced our staff."

But these are still nervous times for employees. There have been cutbacks, which create uncertainty and anxiety for everyone in the company. Burns & McDonnell has found that communicating via video can help allay some of the fears that haunt people in these difficult times.

Hicks and his crew, for example, produced a tape of one of the company's regular "brown-bag sessions," designed to explain how the economy was affecting the company and its future. In this particular session, the president of Burns & McDonnell met informally—around his jar of peanuts—with any employees who wanted to attend the meeting. This one attracted so many people that Ron Hicks had to set up monitors on two floors to accommodate a standing-room-only crowd.

"The president did a good job of explaining what the situation was, where we are going, and what to expect," says Hicks. "He dispelled a lot of the rumors that were going around. Once the meeting was over, we immediately duplicated the tape of it and mailed it to our other offices." In no time at all, Burns & McDonnell's scattered workforce had the opportunity to hear the company's CEO discuss the crucial issues and witness their fellow employees ask him some probing questions. The tape went out unedited.

The marketing division relies on video to inform the various departments in the company about what other departments are working on. "Everyone in Burns & McDonnell needs to know what everyone else is doing," says Hicks. So marketing has experts from each

division give presentations at lunchtime meetings about their latest projects. The presentations are videotaped and sent to field offices, where they are viewed at staff sessions.

Executives at Burns & McDonnell were the first to take advantage of the company's video communication program. As individual construction projects come to an end, they're the ones who have to drum up new business for the firm. The Dialogue Program, one of the first and most successful attempts at using video technology at the company, was designed to assure that executives are well-prepared to present design and budget proposals, and to speak at industry gatherings and association meetings.

With the video camera focused on them, a group of about 20 executives take turns addressing their peers in the firm. Afterward the group views each speaker on tape. "Not only does the viewer get the benefit of 20 sympathetic critics," Hicks explains, "he or she can see for themselves any problems with the delivery."

#### ideo Training: meeting special needs

"In the past," Hicks explains, "training was a more general, untargeted activity. Now people participate only in video programs which affect them directly, on a project they are presently involved with. The video training center is open to employees 24 hours every day, and staff members can study one area until they are comfortable with it."

Videotape programs include "Project Management Training," the 'Technical Engineering Program," and he "Technical Writing Program," a ape designed to help top managers strengthen their writing skills. There are also tapes on roofing installation, ighting design, and concrete pouring techniques; all of them are available to contractors and subcontractors, as well as Burns & McDonnell staff.

Recently, the company received an Award of Merit from the International Television Association (ITVA) for a video program about an innovative process called overlay drafting. With this process, electric, plumbing, and other building systems are drawn on separate sheets of mylar film. When the sheets are laid on top of one another, they illustrate how the different systems overlap and interface. Any problems show up in the drawings before they are built into the structure. The potential cost-savings are enormous.

Hicks and his staff tested the effectiveness of the training program on overlay drafting by administering written tests before and after the program was shown. The results were impressive. "Pre-test scores averaged around 30 percent subject knowledge," says Hicks, "and post-test scores hovered near 95 percent. We've found that retention of vital information is at least 50 percent improved by video over other methods of training."

## nteractive video at work

The latest addition to Burns & McDonnell's video artillery is the Sony Video Responder System, which provides two-way, interactive communications between the system and the user. Combining advances in computer and communications technology, the system permits even greater customizing of the company's training efforts.

"We can make a training tape or use an existing tape," says Hicks, "and then program instructions into the equipment. The machine will automatically stop as programmed, ask one or more questions of the person viewing the tape, and react to the answers, which are provided by way of a keyboard. If the responses are incorrect, the machine branches to another explanation or plays that part of the tape again until the person gets it right."

The responder system has been well-received, according to Hicks. "People relate to video," he says. "It's a friendly way to get information." And an efficient way, too. Prior to interactive video, which automatically gauges a person's progress and insures that learning takes place before a program continues, Burns & McDonnell had to rely on written testing before and after each training program. In the near future, the economy permitting, Hicks plans to buy 10 more responder units, one for each of the company's field locations.

#### On the road

Video technology is also used for survey work, allowing employees to examine construction sites at leisure in the firm's offices. When we talked to Ron Hicks, for example, he had just returned from a trek that required him to carry 80 pounds of video equipment on his back while taping a proposed building site. "I've been out there when it was frozen," he says good-naturedly, "and I've been out there when I wished I had some of that ice."

Thanks to Hicks and his camera, though, the company's architects and engineers can become familiar with a site without having to go to it. They are also provided with up-to-the-minute progress reports on tape.

In spite of the fact that a staff of only three keeps this ambitious video program going, Ron Hicks talks enthusiastically about new projects. "We're discussing using video for inter-office discussions in live situations as well as for problem-solving by viewing construction sites on television back in the office," he says. And a video "newsletter" is a gleam in the eye of a few people. "But," he admits, "these are things we as yet just haven't had time to do." In time, though, it seems certain that video will become an even more powerful communication tool at Burns & McDonnell.

© 1982 Reprinted with permission from *Employee Communication*, published monthly by Employee Communication, Inc., P.O. Box 310, Old Greenwich, CT 06870 (203) 629-8063. All rights reserved.

"One of the uses of video we've found valuable is keeping the company together as one company."

# BY-CYCLE

## BY DIANE CATTRAN

Coordinator, Columbus BIKE-TO-WORK DAY

Bicycle Commuting enables employees to keep fit, reduces transportation costs, demonstrates good company relations and protects the environment.

The reasons people ride bicycles are as varied as bicycles themselves. For some, bicycling is an opportunity to gather with friends and get some exercise. For others, bicycling is a sport testing the limits of mind and muscle. For still others, bicycling to work is an energy-efficient, invigorating way to clear the mind for another productive day on the job.

To promote commuting to the work-place "by-cycle," Thursday, May 5, 1983 has been chosen as the date for the first 7-Eleven BIKE-TO-WORK DAY in Columbus. Columbus, host of NESRA's 42nd Annual Conference and Exhibit, is one of 10 cities chosen to participate in this national event designed to introduce several thousand individuals to bicycle commuting and to promote the Southland Corporation's commitment to the Olympics and to grass-roots bicycling activities.

The cities involved in this pilot program, to be held throughout May, American Bike Month, include Austin,

Dallas, Denver/Boulder, Detroit, Minneapolis, Philadelphia, San Diego, Seattle, and Tampa. These cities were chosen on the basis of past experience in organizing large cycling events and the existence of local groups or individuals who could serve as city coordinators. The Bicycle Federation in Washington, D.C. is coordinating the program on the national level under a grant from the Southland Corporation in Dallas, Texas. In Columbus, the Columbus Council of the American Youth Hostels (AYH) and the Mid-Ohio Regional Planning Commission (MORPC) are working with the regional Southland representatives to launch the event, which will be tied in with MORPC's fourth annual National Bicycling Day rally on the statehouse lawn.

The purpose of a BIKE-TO-WORK DAY is to encourage individuals to try bicycle commuting for physical fitness, energy conservation, economy and enjoyment. Bicycle commuters save money on gas, parking and mainte-

nance, and they get exercise on a daily basis. Research has shown that people who keep physically fit are sick less frequently and for shorter periods. Consequently, they miss fewer work days and are more productive while working.

Any company can participate in a BIKE-TO-WORK DAY in the months ahead by encouraging their employees to bicycle to work. Following are a variety of ways companies can assist employees who wish to participate in such a program:

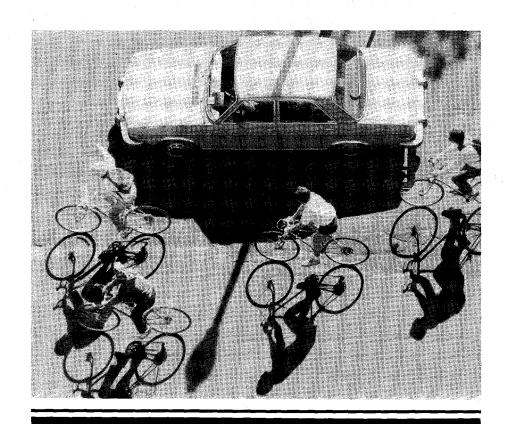
- Appoint a BIKE-TO-WORK coordinator to handle the day's program
- Display BIKE-TO-WORK posters in company offices
- Advertise the BIKE-TO-WORK even in company newsletters
- Make arrangements for bicycle parking facilities both for the day and permanently for those who wish to continue biking
- Set up competitions between divisions, departments or floors
- Provide incentives for participants and for long-term commuters (for example, 10¢ per mile reimbursement for business trips

- made by bicycle)
- Plan a company social event around BIKE-TO-WORK DAY (for instance, bike commuters could meet at a park for a picnic after work)
- Get company officials to participate
- Inform the media of your company's participation.

Because employees work more efficiently, parking and transportation costs are reduced, good company relations are demonstrated and the environment is protected, your company can only benefit from encouraging long-term bicycle commuting.

For further details on the Columbus-7-Eleven, BIKE-TO-WORK DAY, contact Diane Cattran, Battelle Projects Management Division, 505 King Ave., Columbus OH 43210 or (614) 424-4303.

And for more information on bicycle commuting, or to order a copy of the recently published *Employer's Handbook on Bicycle Commuting*, contact John Dowlin, The Greater Philadelphia Bicycle Coalition, P.O. Box 8194, Philadelphia, PA 19101 or (215) 222-1253.



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## Who's Using the New Filinges

A recent survey reveals the extent to which companies are adopting new employee support services

By Dr. Edward Thomas, C.A.M. Chairman
Department of Business Education

Cleveland State University

Each year, the Administrative Management Society publishes salary and fringe benefit information obtained from its annual clerical and management surveys. Because of the length and complexity of these surveys, the questions about fringe benefits are necessarily confined to certain traditional areas (pension plans, insurance plans, vacations and holidays, etc.). However, many companies provide other types of fringe benefits to employees in the form of company support for counseling/advising services, physical fitness services, recreational/leisure-time activities, and day-care services.

To determine to what extent companies provide such "extra" fringe benefits, a questionnaire was sent to the AMS Committee of 500, a survey group composed of approximately 500 administrative managers throughout the United States and Canada. Some 329 usable questionnaires were returned.

Counseling/Advising Services. In the past few years, many companies have recognized the need to provide counseling or advising services to employees who are experiencing physical, emotional, or legal problems or who are about to make life or career changes which can necessitate adjustment. The respondents were asked to indicate what types of counseling/advising services are provided or paid for by their companies. Furthermore, they were asked to indicate which services are provided within the company (in-house) and which are paid for by the company but provided by an outside agency or firm.

The most commonly provided service is preretirement counseling; 58.0%

of the respondent companies support this either inhouse (52.9%), outside (2.4%) or both (2.7%) Alcohol abuse counseling is the next most often offered service (by 48.4% of the companies), followed by career planning advice (47.4%).

Just over 42% of the firms also provide drug abuse counseling, emotional counseling or counseling for stress-related problems. Of special interest is the fact that outside agencies are more often used for counseling for drug and alcohol abuse and emotional and stress-related problems than for the other forms of counseling. Twenty-eight percent do not provide any of the services listed in the survey (see Table 1 for summary).

Physical Fitness Services. Because of the increased awareness in the last

few years of the importance of physical fitness to the overall well-being of employees, some companies directly sponsor physical fitness programs. While 17.6% (58) of the respondent companies do sponsor a physical fitness (health/exercise) program, the majority (82.4%) do not.

Of the companies which do sponsor such programs, 44.8% (26) have an inhouse program (presumably with some special facilities, such as an exercise room, on the premises). Twenty-four of the 26 companies pay all expenses for the in-house program, the other two pay part of the expenses. Another 50.0% (29 companies) support programs conducted off the company's premises (24 pay part of the expenses for "outside" programs while five pay all of the ex-

(continued on following page)

Counsen	ng/Advising S % of Com	ervices panies Pro	viding (N	l = 329)
Service	The second secon	Outside	Both	Total
Preretirement Counseling	52.9%	2.4%	2.7%	58.0%
Alcohol Abuse Counseling	14.0%	28.0%	6.4%	48.4%
Career Planning Advice	43.8%	2.1%	1.5%	47.4%
<ul> <li>Emotional Counseling</li> </ul>	14.9%	25.2%	2.7%	42.8%
<ul> <li>Counseling for Stress-Related</li> </ul>				
Problems	17.9%	21.0%	3.6%	42.5%
<ul> <li>Drug Abuse Counseling</li> </ul>	13.1%	24.0%	5.2%	42.3%
• Counseling for Terminated				
Employees	28.9%	4.9%	4.0%	37.8%
• Legal Advice	11.6%	8.2%	1.2%	21.0%
<ul> <li>Financial Counseling</li> </ul>	.9%			.9%
Marital Counseling		.3%	.3%	.6%
None of the Above				28.0%

#### THE NEW FRINGES

(continued from previous page)

penses). Three companies support both in-house and outside physical fitness programs by paying all of the expenses. An interesting note is that two companies which pay expenses for in-house programs do so only for managers or home office personnel.

Recreational/Leisure-Time Activities. Some companies directly encourage employees to participate in a wide range of recreational or leisure-time activities. Respondents were asking to indicate whether their companies support such activities and, if so, whether their companies pay all or part of the costs, fees, etc.

The majority (52.6%) of the firms surveyed, as shown in Table 2, provide support for employee participation in amateur athletics such as softball, baseball, bowling, basketball, etc. Most of these companies pay all expenses. The remaining companies pay part of the expenses, typically 20% to 50%. Some 38% do not provide any financial support for the activities listed.

No other type of recreational activity was supported by a majority of the firms. In fact, the next most common form of support was for employee membership in recreational clubs, with fewer than 20% of the firms paying all or part of the expenses. Most of these firms pay part of the expense, typically in the 50% to 90% range.

Some 16 respondents mentioned that some or all of the activities listed are supported by employee associations or clubs. In most cases, the company contributes to the annual budget of the association. At least two companies supply 100% of the funds but allow association officers and members to decide how to allocate the funds. In other cases, employees pay dues to belong to the association and the company also makes a contribution, typically amounting to 75% to 90% of the association's annual budget.

Day-Care Services. Many groups concerned with the problems of working mothers have advocated employer support of day-care services for employees who need them. Respondents were asked to indicate whether their

#### TABLE 2

#### Recreational/Leisure-Time Activities

Percentages (N = 329)

Company Company

Pays All Pays Part

Activity Costs of Costs Total

• Employee participation on amateur athletic teams (softball, baseball, basketball, etc.)

32.5% 20.1% 52.6%

• Employee membership in recreational clubs (YMCA, YWCA, swim, tennis, golf, music, chess, etc.)

4.6% 12.8% 17.4%

• Employee attendance at sporting events (baseball games, basketball games, etc.)

6.1% 8.5% 14.6%

• Employee attendance at cultural events (opera, plays, orchestra, ballet, museums, etc.)

4.6% 7.0% 11.6%

• Employee attendance at other recreational/leisure-time events (boat shows, home and flower shows, recreational vehicle shows, home fix-up shows, etc.)

1.2% 2.4% 3.6%

• Employee participation in company social events (Christmas parties, picnics, dinner-dances, etc.)

3.3% 1.8% 5.1%
• Other 3.3% 3.6%

None of the Above

38.0%

companies support day-care services for employees with preschool children. Of the 329 respondent companies, only .9% (3) do support such services. The day-care facilities are located on company premises in two cases and at an outside location in the other instance.

In none of the cases were all daycare expenses paid by the company. Two companies pay partial expenses (one with an "on-premises" program and the one with the "outside" program). The other company with an "onpremises" program described it as "selfsupporting"; presumably, the company charges employees for the services in order to "break even." Of the two companies paying partial expenses, one pays approximately 10% of the costs for the "outside" program; the company with an 'on-premises' program did not cite a specific level of support.

Finally, one company stated that it is planning to support a day-care program at an "outside" location, but the level of support has not been determined.

Summary. The most common type of counseling/advising service sup-

ported by respondent companies is preretirement counseling, which is provided by a majority of the firms. More than 80% of the respondent companies do not sponsor physical fitness programs for employees. A majority of the firms provide support for employee participation in organized amateur athletics. More than 99% of the firms do not currently provide support for daycare services for employees with preschool children.

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#### FITNESS/HEALTH BULLETIN

## Fitness: A Healthy Epidemic



Richard M. Brown, CESRA Texas Instruments, Inc. NESRA Vice President Fitness and Health

In communities all over the country, it's impossible to overlook them: the many who have taken up running, bicycling, tennis, swimming, aerobic dancing or other physical activities. It's an unprecedented physical fitness movement. Some participants are in it to lose weight and tone up their muscles; others for pure enjoyment; still others to look better and improve their health, or just because it's the "in" thing to do. Whatever the motivation, the benefits are many—and Americans are getting on the fitness bandwagon in ever-increasing numbers.

But is this just a passing fad?

Legendary professional football coach George Allen of the new U.S. Football League's Chicago Blitz doesn't think so. He serves as chairman of the President's Council on Physical Fitness and Sports, and says one of the more significant considerations is "the heavy involvement of women and girls, as well as middle-aged and older Americans. Past fitness movements were inspired largely by military emergencies," Allen says, "and as a consequence involved mostly boys and young men. This one is vastly different in both extent and quality."

Allen also points to sports medicine, a completely new branch of medical practice which has grown up around the fitness movement, as well as the broadening base of financial support the phenomenon now enjoys. "Schools, communities, corporations, clubs, churches and private entrepreneurs are all sponsoring fitness programs," he notes. So the fitness movement doesn't appear to have peaked yet; nor does Allen think it's gone far enough.

"Approximately half of all adults never exercise at all, about a third of them smoke cigarettes, and some studies indicate that 60 per cent of them are overweight," Allen says. While 46 per cent of all American adults claim to exercise regularly, Allen says many who do exercise don't do it often enough, hard enough and long enough to achieve real physical fitness.

In the interest of promoting fitness, the President's Council assists The United States Jaycees in a new program, the Healthy American Fitness Leaders. In September, the First Annual Healthy American Fitness Leaders (HAFL) Awards Congress was held in Washington, D.C. This recognition program, administered by The U.S. Jaycees and sponsored by Allstate Life Insurance, will annually applaud the accomplishments of ten Americans who have excelled in the promotion of physical fitness.

Allen says the council got involved in the program "because we think leadership is the key to continued progress, and we want to recognize and encourage it. No matter how well we do our job at the national level, it won't make much difference if we don't have capable, enthusiastic people in our schools, communities, corporations, clubs and other local organizations. The battle will

be won or lost by the people in the front lines, and the Healthy American Fitness Leaders program is design to recognize their efforts and the key role they play."

The First Annual HAFL Awards Congress was an unqualified success. The honorees, chosen by an independent panel of judges, were: Jess A. Bell, president of Bonne Bell, Inc.; Dr. Charles A. Bucher, professor and administrator, University of Nevada at Las Vegas; U.S. Rep. Beverly Byron of Maryland; Jimmy Carnes, executive director of the Florida Governor's Council on Physical Fitness and Sports; Thomas Cureton, Jr., professor emeritus at the University of Illinois; Joseph E. Curtis, commissioner of human services for the city of New Rochelle, New York; Jack LaLanne, host of the longest-running syndicated fitness show on television; Dr. James A. Nicholas, founding director of the Institute of Sports Medicine and Athletic Trauma; Richard Simmons, popular TV exercise and nutrition advocate; and Lt. Col. Gerald Werner, the U.S. Army's action officer for physical fitness.

Work on the Second Annual HAFL event is well underway, with thousands of nomination forms being distributed by The U.S. Jaycees and the President's Council on Physical Fitness and Sports. Any American man or woman age 18 or over who has made outstanding contributions in the physical fitness area may be nominated for the award by any individual or organization. Nomination forms are available from The U.S. Jaycees at P.O. Box 7, Tulsa, Okla. 74121. The nomination deadline for the 1983 awards is June 1.

Richard M. Brown is a judge for the 1983 Healthy American Fitness Leader Awards.

#### **IDEAS CLINIC**

## How Important Is Employee Relations?



Melvin C. Byers, CESRA NESRA Consultant

How important is employee • relations to a company? And what is the best approach to obtaining good employee relations and gaining management support?

I believe employee relations is the most neglected and misunderstood segment of human resources administration. Inasmuch as this term covers a vast area of personnel operations not always geared to improving employee relations, we hesitate to universally credit it with much success. Very often employee relations becomes a cover-all title with little, if any, defined boundaries or profitable objectives.

Therefore, the human resources administrator may encounter great difficulties in determining his or her duties and priorities within this mass of varied personnel operations. To make matters worse, the executive branch of management in many situations may set personnel policy practices based upon little knowledge of the profession. This is something they would, no doubt, fear to project in other professional areas of their operations.

Although difficult and sometimes near

impossible, the professional human resources administrator must attempt to be upper management's educator, respected advisor and confidant in matters of human resources management.

The fundamental basics for improved personnel guidance seems quite simple: What does it contribute and how does the contribution relate to the company's overall profits? To rely upon trial and error tactics can be most frustrating, if not costly. Errors made in personnel operations may take years to rectify.

One of the most successful approaches for improved employee relations lies within the area of employee services. This segment of human resources is one of the most conclusive, stimulating, and productive avenues to devote our energies and time. It involves a very positive approach and, when implemented, may spark improved management attitudes and policies concerning employees and associated company productivity.

Though there are few companies that have a 100% employee services operations, there are thousands that include some phase or element of employee services.

If there are some employee services elements proving successful, what possibilities would a full scale program produce? The entire field of employee services is relatively new, as are many other phases of industrial humanities and effective personnel administrative functions. However, what may universally constitute essential human resources functions in the eyes of management, may overshadow and consume efforts of other important personnel activities. The natural reaction is to do what we know best and what pleases

us or is directed by management. Very often it is forgotten that there is more than one segment of business and industry to please.

Management must realize that successes and failures fall within seven categories of concern and development—customers, employees, stockholders or owners, research, production and profits. In each, there is a vast degree of education, experience and honesty required. All seven phases, therefore, are equally important if growth and profits are to be achieved.

However, it must be pointed out that of all seven, the one area of tremendous importance is employee relations. Employees at every level must be interested in the progress of the company and learn the importance of cooperation to accomplish the goals which should reflect continued employment, improved working conditions, higher wages, or profit sharing earnings. And it is here that employee services-such as programs providing employees with discounts on merchandise, continued education opportunities and social and recreational outlets-prove invaluable.

Questions for Ideas Clinic should be sent to Melvin Byers, Employee Services Management Magazine, 20 N. Wacker Dr., Chicago, IL 60606.

#### **NEW PRODUCT AND SERVICES GUIDE**

## Exercise computer enters fitness market

The first exercise computer for joggers, athletes, bicyclists and others participating in aerobic training programs has been designed by Biotechnology, Inc., a new Miami-based company organized to design, manufacture, and market microprocessor-based physical fitness products.

Called "Coach," the precision device is a digital computer that monitors the heart rate, warns when a safe rate is exceeded, calculates calories burned, registers the aerobic fitness level, measures the distance covered and the average speed over that distance, paces and counts the number of strides, and records the elapsed time of a runner, jogger, bicyclist, or walker.

The unit is  $4'' \times 2\frac{1}{2}'' \times 1''$  in size, weighs only 3 ounces with batteries, and can be clipped onto a belt or mounted on a bicycle with an adapter.



Coach® retails at prices between \$199.95 and \$249.95, and the bicycle adapter retails between \$29.95 and \$34.95.

The fitness computer is easily programmable for 10 individual variables, including the age of the user, and reports its varied monitoring functions in eight easy-to-read digital readouts and two audio modes.

Headquarters of Biotechnology, Inc., are at One S.E. 15th Road, Miami, Florida 33131. Phone: 800-327-1033.

## Polaris announces new lateral deltoid machine

The new Polaris Lateral Deltoid machine isolates the lateral deltoids (side shoulders) through an efficient and compact double cam system. It provides body adjustment through a fast, easy-spin seat. Weight levels accommodate from 5 to 150 lbs. For more information contact IRONCO/POLARIS at 5334 Banks Street, San Diego, California 92110 or (714) 297-4349



## Marcy introduces new institutional product line

A completely re-designed line of athletic training and exercise equipment for use in corporations, schools, universities, health clubs and other institutional markets is being offered by Marcy Gymnasium Equipment Company of Alhambra, California.

The cornerstone of the new line is the APEX series of single and multistation weight trainers. The APEX series is the result of four years of research and design and culminates a major effort on the part of Marcy personnel to develop a state-of-the-art line of equipment for the institutional market.

For additional information and a copy of the new 36 page catalog write: Marcy Gymnasium Equipment Co., 2801 W. Mission Rd., Alhambra, California 91803.

## American Brochure offers free employee benefit

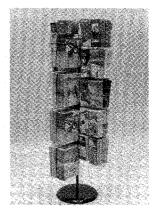
For companies with employees who take vacations, weekend trips or day visits to tourist destinations and recreation facilities, The American Brochure Distributing Company can provide brochures about these attractions as well as airlines schedules at no cost to the business.

American Brochure Distributing Company, incorporating the services of New England Folder Distributing Company, is a new associate member of NESRA offering an exciting employee benefit that is free.

The company distributes brochures for airlines, resorts, cultural attractions, destination areas, theme parks and related services catering to the interests of the vacation, business and recreation traveler, and also provides and maintains a well-stocked and upto-date brochure display.

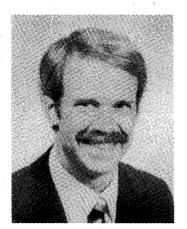
Also, during the winter season, the American Brochure Distributing Company provides free copies of SKI AMERICA magazine and brochures from America's finest ski resorts. Through this service, companies can gain a unique opportunity for their employees to purchase ski area lift tickets and ski vacation packages at tremendous savings.

To satisfy your interest in learning more about The American Brochure Distributing Company and their services, call or write: Barry Hollister or Dan McKay at 370 Wahconan Street, P.O. Box 1140, Pittsfield, MA 01202 or (413) 443-4833.



#### PRESIDENT'S OUTLOOK

## **Take It Home**



Stephen W. Edgerton, CESRA Xerox Corporation 1982–83 NESRA President

This is the end of another conference issue of Employee Services Management and, perhaps after you finish reading this column, the end of another successful NESRA conference. For many of you, this issue will be in your hands while you visit Columbus for the conference. For others, this issue will be read after the days of gaining knowledge and insight are over. Yet regardless of when you read this column, the message I have should land an impact.

"Take it home" is the advice I believe is crucial for getting the most out of your conference experience. During

May 5–8, you were exposed to a great variety of educational, professional and social opportunities. Every one of these opportunities was designed to be of particular value to you. You were exposed to the experts, the motivational speakers and employee services and recreation leaders. You met fellow professionals with new ideas and different approaches to their field. You were in touch with new exhibitors and vendors who offer exciting opportunities for expanding your programs.

All of these opportunities have one common thread: they can help you do your job better *IF* you take it home. If you take the new ideas, new approaches and new insights back to your office, your programs and your employees.

At any conference, you should assume that somewhere in attendance is an individual who can provide a service, coordinate a program, communicate with management, or improve their own performance better than you can. Your job now is find that better way and integrate into your own workstyle.

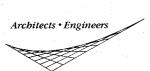
Chances are that you heard something at the conference—a speaker's point, a passing remark, an exhibitor's pitch—that sparked a reaction and piqued your interest and curiosity. Isolate

these elements to find an idea that can make your organization better, your services more effective, your staff and yourself more productive.

There is much more to the NESRA Annual Conference and Exhibit than days filled with educational sessions and social events. There is the opportunity to grow after the conference—if you take it home.



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## **NESRA CALENDAR**

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson, CESRL (213) 354-5367 or Jim Mowery (213) 843-2858.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Sue Potter—(614) 227-6417.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

**Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets third**Tuesday of each month except July and September. Contact Pat Yandell—(214) 234-7679.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact George Mullen—(513) 227-5938.

Denver Metro Industrial Recreation Council/ Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets on the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Rrecreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5000.

League of Federal Recreation Associations/ Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 496-6061.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the third Thursday of the month. Contact Laura Davis—(713) 754-5825.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-3938.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota, meets on the third Thursday of the month. Contact Ralph Ferrara—(612) 540-7370.

New York Industrial Recreation Directors Association/New York, New York. Contact Anne Cox—(212) 398-2460.

Oakland Industrial Recreation Association/ Oakland, California. Meets on the first Tuesday of the month—except January and July: Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/ Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Antonio Corporate Recreation Association/ San Antonio, Texas, meets on the second Wednesday of the month. Contact Hector Luna—(512) 690-2311.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Chapter/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosho—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

**Tri-County Industrial Recreation Council/Santa** Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

#### **Conference & Exhibits**

Region VII Conference and Exhibit will be held September 8–11, 1983 at the Sheraton Harbor Island, San Diego, California. For further information contact NESRA headquarters.

**42nd Annual NESRA Conference and Exhibit** will be held May 5–8, 1983, Columbus, Ohio. For further information contact the NESRA office at (312) 345-7575.

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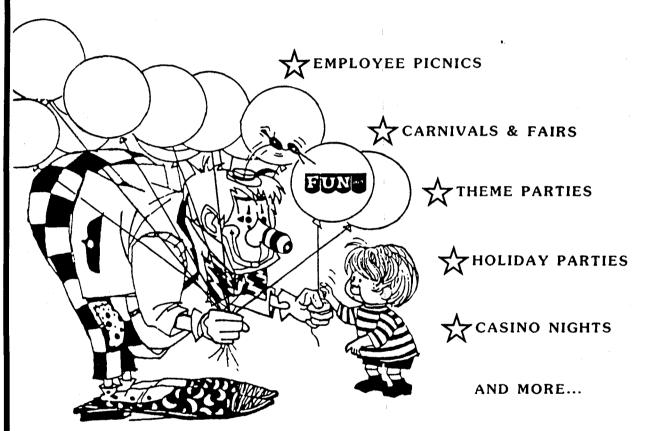
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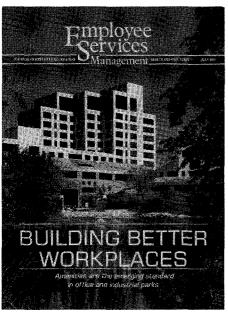


The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Employee Services Management is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.



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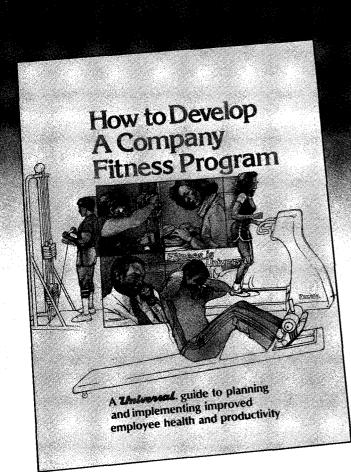
#### In this issue . . .

When changes are very gradual, when they are evolutionary, they escape our notice. No one ever saw the universe develop from cosmic gases or man evolve from the sea. No one perceived the actual changes because no one could—or would—sit back for billions of years and simply watch the world's evolutions.

But in the twentieth century, change has been revolutionary; we see much of it in one lifetime. The early part of this century saw workers in sweatshops, toiling seven days a week, twelve to fourteen hours a day. Yet now, in the 1980's, society is "Building Better Workplaces"—places where productivity thrives and employees are surrounded by a humanized and healthy environment. This month's cover story, "Building Better Workplaces," looks at a fairly new breed of working environments: office and industrial parks, at which amenity packages wrapped in modern buildings, crystal-clear ponds, waterfalls, jogging trails and fitness centers answer the needs of today's people-intensive businesses.

What initially began as a luxury with the corporate giants now reaches employees in companies large and small with physical, cultural, social and educational opportunities. Employee services and recreation is evolving rapidly in new directions. Imaginative and low-cost programs, such as walking events ("Walking Along the Road to Health") and New Games activities ("The Teamfest Challenge") allow smaller companies to reach their workforce.

Of course, employee services have not naturally evolved in every company. Sometimes, this evolution requires a push. Last year, Carl Pirkle showed up at Healthdyne, Inc.'s door ready to plant the seeds for a formal employee services and recreation program. In this issue's "Interview," Pirkle told ESM he always believed in the value of employee services at the workplace. Now, one year later, he's made Healthdyne Inc. a believer as well.



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## Employee Services JOURNAL OF EMPLOYEE RECREATION Management HEALTH AND EDUCATION

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#### Principles of Association Management

A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. 437 pages. \$15 for NESRA members. \$20 for non-members.

#### Motorola's Recreation Manual

A comprehensive 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities. \$35 for NESRA members; \$40 for non-members. Orders of 15 or more—30% discount.

#### ☐ Top Management Speaks

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## **NEWS IN BRIEF**

## Management Support of Employee Services and Recreation on the Rise

Employee services and recreation is rapidly gaining more management support, according to a recent survey conducted by NESRA at its 42nd Annual Conference and Exhibit held in May.

Seventy-five percent of responding conference attendees stated that over the past five years, the level of support given employee services by management within their organizations has increased. In fact, 42 percent of survey respondents considered their management's support "excellent;" 34 percent felt it was "good;" 23 percent called their support "fair;" and only one percent said management's support of their function within the organization was "poor."

Also reflective of management's stronger support of employee services and recreation was the finding that 67 percent of the companies employ a full-or part-time employee services/recreation administrator. And, 98 percent of those administrators utilize the services of volunteers within their organizations.

Finally, when asked what areas of employee services and recreation will require more attention in the years ahead, respondents found computerization, financial management, employee participation and recognition, management awareness, fitness/wellness, communications, pre-retirement planning, educational services, employee assistance programs and day care services to be the most significant.

#### Millions More Americans Plan Trips This Summer

The encouraging signs of a recovering economy are unleasing pent-up wanderlust all across America, with travel executives surveyed by the Travel Industry Association of America (TIA)

expecting upturns in both business and pleasure travel as economic optimism swells.

The U.S. Travel Data Center's most recent survey of Americans' travel intentions shows that 9% more adults (18 years of age or older) are planning va-

cation trips through September, a statistic that could translate into at least eight million more people traveling in the April-September period this year than in the same six months during 1982.

(continued on following page)



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#### **NEWS IN BRIEF**

(continued from previous page)

Although international travel to the U.S. is down this year, with the spending power of potential foreign visitors eroded by economic woes at home and the strength of the U.S. dollar, domestic travel gains are compensating for the fall-off in most areas, as Americans respond enthusiastically to better information on how and where to enjoy themselves and the appeal of special value packages and discounts making travel more affordable.

International travel to the U.S. has been especially hurt by the austerity measures and travel restrictions announced recently in France, by devaluation of the Mexican peso and by the decline of oil revenues in Venezuela. Other overseas markets, though, are being tapped.

At home, vacation travel plans can be characterized by a trend to shorter vacations and more value-conscious consumers. After the economic pall of the past several years, consumers are eager to travel, but wary of outlays for long, expensive trips. Instead, they are planning mini-vacations and weekend trips. In general, "people are extremely value-minded," says Elana Andersen, director of travel industry marketing for AMFAC Hotels. "They are willing to spend, but they want their money's worth."

Attractions such as theme parks are optimistic about summer business. Ron Miller, vice president-marketing for the travel attractions group of Taft Broadcasting, is encouraged. "Season pass sales are up, which is very positive, and so are group sales," he says. "We think this represents consumer confidence returning to the overall economy, and to some extent the stable gasoline situation."

Campgrounds, too, are expecting a good summer. "We're very much affected by the supply of gasoline, so we're getting nothing but good reports," says Arthur Becker, director of marketing for Kampgrounds of America (KOA).

On the cruise scene, the Florida Caribbean Cruise Conference, represent-

ing 28 vessels, says a steady increase in bookings that began two months ago means the industry segment is anticipating a "much more positive summer than last year."

U.S. airlines are similarly encouraged. On top of a strong first quarter, showing, the Air Transport Association reports advanced bookings for the peak summer travel season are the best in several years. Rental car business, historically closely correlated with airline traffic, is also looking strong for the summer months, especially so since the gasoline outlook is good in terms of both supply and price.

Amtrak, the national passenger rail service, reports bookings running about 20% ahead of 1982 and cites particular success with its new regional fare approach both for domestic "All Abroad America" fares and for Regional USA Rail Passes sold only abroad.

Growth in regional travel is apparent all across the industry, in fact, St. Louis is "heading for a great summer," says Bob Koebbe, director of visitor promotion for the Convention and Visitors Bureau of Greater St. Louis. "For pleasure travel, we're really a drive-to destination, and our biggest market is within 500 miles," he adds.

The American Automobile Association, with 23 million members in 170 auto clubs across the country, is projecting a modest 1% increase in automobile travel this summer, but adds that members "appear to be holding their travel plans close to the vest."

Finally, the bizarre weather patterns that affected much of the U.S. earlier this year are distorting summer travel patterns. At Myrtle Beach, S.C., an expected 15% increase in summer visitors is being attributed both to successful promotion and to the cool, rainy spring that prompted many travelers to postpone their trips. Hawaii is hoping for a surge in summer impulse travel from the west coast since the mild winter in the midwest and along the east coast dampened "escape" travel from those areas.

#### OSHA Unveils Nationwide Campaign To Protect Employees' Eyes

The Occupational Safety and Health Administration, in cooperation with the National Society to Prevent Blindness (NSPB), will soon begin a nationwide campaign to improve workplace protection against eye injuries according to Personnel Management—Policies and Practices. Noting that at least 1,000 eye injuries occur every day in the workplace, OSHA chief Thorne G. Auchter said that OSHA standards requiring employers to provide and workers to wear suitable eye protection "are not enough."

Auchter said the campaign's emphasis must be on information, since a Bureau of Labor Statistics study showed that many workers now wearing eye protection believed it wasn't necessary, and that 40% of the workers surveyed received no information about the proper use of protective eyewear.

To kick off the campaign, OSHA has put together a brief bulletin that emphasizes the importance of eye protection and provides sources for more information and training materials, especially those provided by the NSPB. To spur workplace circulation of the bulletin, Auchter has directed all OSHA compliance officers to leave copies at each inspected workplace for at least a year, beginning April 4. He is also encouraging state OSHAs to do the same.

Other measures initiated by OSHA include: sending bulletins to high school teachers to urge them to stress eye safety during hazardous tasks or experiments; highlighting eye protection in the curricula at the OSHA training institute; and developing a directive to OSHA inspectors and consultants telling them to pay special attention to possible eye hazards and to offer constructive suggestions on eliminating such hazards.

#### **NEWS IN BRIEF**

#### Top Ten Computer Products Revealed

Interface Age Magazine, a businessoriented data processing publication, recently put together a list of the top-10 in computer products for this year. A subjunctive list, no doubt, but it may have implications for purchasing decisions now and in the future, according to the Texas Parks and Recreation Society.

In the section on hardware, IA calls to attention the designs of the \$5,000 Corvus Concept, a smart terminal that is to be part of a local computer network. Variable position display, userdefinable subscreens and multi-type font make this a state-of-the-art terminal for such systems a municipal computer system. The IBM Personal Computer, now past its first birthday, is a microsystem available for about \$4,000. With many third parties writing software programs for the PC, its business potential is growing. But parks and recreation management programs have not vet been written for it, although the software produced by Helios in Texas is written for the CP/M operating language that the IBM will understand.

The best software, according to Interface Age, includes a database program, spreadsheet and word processing package. dBase II handles multiple databases on one disk drive—an efficient use of memory space. For \$400, the purchaser gets a version on floppy disk that has helped lots of microowners before getting some fast and efficient programming underway.

VisiCalc is a planning, budgeting and forecasting tool, basically a gigantic spreadsheet that can be recalculated in its entirety at the push of a few buttons. It allows exploration of various alternative features, such as the effects of increasing or lowering the entrace fees for a park, on an organization's budget as a whole. Depending on the type of computer used VisiCalc may come for \$200 or more.

Wordstar is considered one of the most advanced word processing packages, be it not the easiest to learn. It can format and print letters, help write reports and manipulate all kinds of text.

The \$500 investment renders a lot of flexibility and good documentation. Wordstar is presently the best selling, be it not the cheapest, word processing package on the market.



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## **NESRA NEWS**

#### NESRA Conference and Exhibit Hailed a Success

"Impressive," "inspirational," and "productive" were just a few of the adjectives attendees of NESRA's 42nd Annual Conference and Exhibit in Columbus, Ohio used to describe the four-day event filled with educational sessions, workshops, exhibits and social events held in May.

A record number of first-timers, along with nearly 300 delegates, students and spouses and almost 100 exhibitors packed the Hyatt Regency Columbus to enjoy such conference highlights as the continuing education workshop on implementing an employee health and fitness program; the Management Luncheon honoring NESRA's 1983 Employer of the Year, Robert W. Galvin, Chairman of the Board and Chief Executive Officer of Motorola, Inc.; special educational sessions addressing such topics as: developing peak performance, time management, problem solving strategies and human resources management in today's workplace; an elegant Presidents' Ball; and a spectacular exhibit hall.

"The conference was a great success," said Patrick B. Stinson, NESRA Executive Director, "particularly because of the enthusiastic participation of all attendees. The fine work of the conference committee, host chapter and hotel staff certainly sets a challenging standard for those involved in next year's conference in Breckenridge, Colorado."

## Cleveland Chapter Established

Approval of the Cleveland Employee Services Association's by-laws by NESRA's board of directors and membership committee has made the now 33-member group an official chapter of the national association. The purpose of CESA is to promote employee services programs as sound

management philosophy.

The original 13 members of the newly-formed chapter include: American Co-Op, Inc., Len Brice Associates, Cedar Point, Cleveland Ballet, The Coliseum, Cleveland Metro/Highland Hospital, Front Row Theatre, General Electric-LBG, Kings Island, Ohio Savings Association, Sea World of Ohio, Society National Bank and TRW, Inc.

New members to NESRA's Cleveland chapter are: Allen-Bradley Company, APCOA, Inc., Blue Cross of Northeast Ohio, Case Western Reserve University, Cleveland Indians, Cleveland Pneumatic Company, Control Data Corporation, Cuyahoga Community College, Cuyahoga County Hospitals, Eaton Corporation, Fairview General Hospital, Firestone Tire and Rubber Company, Geauga Lake-Funtime, Inc., Kaiser Foundation Health Plan/Ohio, Magic Kingdom Club-Walt Disney, Mt. Sinai Medical Center, Premier Industrial Corporation and University Hospitals of Cleveland.

Officers for CESA are as follows: President—Jerry Beverly, General Electric-LBG; President-Elect—Judy Amendola, TRW, Inc.; Treasurer—Ken Evans, Society National Bank; and Secretary—Randi Lomis, TRW, Inc.

The Cleveland Employee Services Association meets on the second Wednesday of the month. For more in formation contact Jerry Beverly at 216/266-2264.

#### Fitness Folder Available from NESRA

A comprehensive collection of publications, articles and other fitness-related materials that will answer a wide range of questions for students or help established professionals start a complete health and fitness program for their employees is now available from NESRA headquarters.

Included in Employee Health and Fitness Programs: A Folder of Introductory Information are three books: The Official YMCA Physical Fitness Handbook, Employee Fitness: the how to . . . , published by the Ontario Min-

istry of Culture and Recreation, and How Business Can Promote Good Health for Employees and Their Families, published by the National Chamber Foundation; and two booklets: Beyond Diet . . . Exercise Your Way to Fitness and Heart Health, by Lenore R. Zohman, M.D., and Building a Healthier Company, published by Blue Cross and Blue Shield Associations. Also enclosed are reprints of fitnessrelated articles from Employee Services Management Magazine (formerly Recreation Management) and Athletic Purchasing and Facilities; physical fitness bibliographies; the NIRA (now NESRA) pamphlet, "Employee Recreation and Fitness, the Formula for Productivity;" "RISKO," a game to alert individuals to the risks of heart attack, published by the American Heart Association; and sample brochures from the Battelle Memorial Institute and Texas Instruments employee fitness programs.

Employee Health and Fitness Programs: A Folder of Introductory Information is available from NESRA Headquarters, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 for \$25 to NESRA members and \$40 to nonmembers. To order your folder today, see the order blank on page 4.

### NAMES IN THE NEWS

William (Bill) Bruce, CESRA and Manager of Recreation for Motorola, Inc.'s Western Area was the 1983 recipient of the Distinguished Service Award from the National Employee Services and Recreation (NESRA) presented at its 42nd Annual Conference and Exhibit in Columbus, Ohio. Based in Scottsdale, Arizona, Bruce has served Motorola for 26 years.

For 6 years, he has coordinated the NESRA Region VII Golf Tournament and is currently serving the western states as NESRA's Region VII senior Director.

## **NIRREF BRIEFS**

## \$100,000 Goal Set for NIRREF

The enthusiastic response from NESRA's entire membership and a matching grant from an anonymous donor have encouraged the National Industrial Recreation Research and Education Foundation (NIRREF) Chairman Art Conrad to set the highest goal for pledge donations in the history of the foundation. Conrad is confident that by May, 1984 NIRREF will receive \$100,000 in support.

"The enthusiastic response by NES-RA's individual, corporate, chapter and regional members makes me believe," said Conrad, "that we can attain our goal. And by doing this, we can provide the much needed research to the field of employee services and recreation, as well as offer scholarships to outstanding recreation students—the future of our field."

After NIRREF's concerted drive over the past few months and at the NESRA Conference and Exhibit in Columbus, Ohio, Conrad reported that an enthusiastic response has been received by the foundation. Special appreciation goes to some of NIRREF's first contributors: Battelle Memorial Institute, 3M Company, Digital Equipment Corporation, the Greater Los Angeles Industrial Recreation Council and the Dayton Industrial Athletic Association.

At the NIRREF committee meeting in May, two new Board members were elected. Ed Bruno, 3M Company, and Jack Lindemann, Beach Club Hotel, will now join Board members Art Conrad, Alice Bucca, Frank Havlicek, Ed Hilbert and Roy McClure, and Advisory Board members Dr. David Groves and Dr. Robert Wanzel in coordinating the efforts of the foundation.

Also at the NESRA conference, two NESRA committees, fitness and health and research and professional development, approved the project, "Effectiveness of Corporate Fitness Programs: A Case Study," by Dr. Joyce Hogan, University of Tulsa, for funding by NIRREF.

"It's important for everyone involved in employee services and recreation to understand the need for continued research in the field," Conrad said. "Every individual professional and volunteer, every business and industry, will benefit tremendously from solid facts and figures that support their efforts to humanize the workplace."

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while. And yes, when it comes to walk-

ing, it is better to do some than none

Walking is, perhaps, the best and

simplest way to stay active. It is an

activity the average person does all

day—a claim almost impossible to make

about other activities and exercises such

at all.

As an activity, walking can be used as a sport, as an exercise, as recreation or as a pastime. Walking offers a variety of pursuits, as well as graded levels of intensity, from relaxing to vigorous.

The walking sports like backpacking, mountaineering, racewalking and long distance walking offer exercise routines of the most vigorous kind with the highest levels of intensity equal to

and sometimes greater than running, swimming, or weight training. There are also more relaxed exercise styles like strolling, tour walking and bird watching where the level of exercise is not as great, yet still able to offer health benefits as well as the opportunity for a person with lower fitness levels to start slowly and build gradually to higher levels of physical performance.

Even the very fit sometimes choose slower-paced walking styles because it gives them the opportunity to relax, reduce stressful pressures and visit with their friends. Walking offers the group participation advantages so important to employee programs. Walking helps promote a team effort, particularly through the more relaxed walking activities like group strolls, bird and nature study and lunchtime exercise—walks which make walking deserving of the appelation "a pleasurable pastime".

Webster defines recreation as "refreshment by means of some pastime, agreeable exercise or the like . . . a resource affording relaxation and enjoyment." The recreational part of staying healthy and fit is more important than most people think. After all, without fun and variety, staying active and exercising can become dull and lead to a high drop-out rate. And, the more "downtime" or inactivity a person experiences throughout their life, the more prone they are to lose their basic health through the atrophy of basic bodily functions such as poor circulation, weakening muscles, and overweight.

#### oward moderation

Supporters of the vigorous exercise approach still do not have any definitive evidence that such exercise will contribute to basic health and longevity. They only suspect it. In fact when pressed, their basic supporting argument is that it makes you feel and look better. On the other hand, "staying active" for better health and longer life

is scientifically supported.

The evidence supporting ongoing activity as opposed to periodic or infrequent exercise comes from a famous activity and work-related study of the 50's: The British Motorman's Study, which compared conductors and motorman on mass transit according to health and level of physical activity. There was a lower incidence of heart disease and greater longevity among conductors who walked on the job up and down stairs taking tickets. The more sedate motorman who steered the vehicle had higher heart attack risk and shorter life. The basic difference was the amount of walking and climbing stairs done on the job.

More recently, experts like Dr. Kenneth Cooper have modified their initial recommendation for large amounts of exercise in favor of more moderate amounts of activity. Cooper now contends in his latest book *The Aerobics Program for Total Well-Being*, that there is no health reason to run more than 15 miles a week.

## alking at the workplace

Jogging and running races continue to be one of the most popular corporate group exercises or sport activities. Many see this sport competition as promoting or contributing to not only the health and performance of the corporate employee but fitting well with the career and economic competition already going on in the corporation.

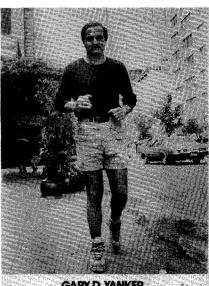
However, jogging and running are perhaps really only suited to a small 10–15 percent of the corporate employees based on the general body type suitable for comfortable and effective performance of that sport or exercise. Only 10–15 percent of the typical employee population is of the lean or ectomorphic body build. Also, jogging requires such a high level of intensity that many people have trouble starting and then sticking with such an exercise

program. A high injury rate adds to the drop-out rate as well as the downtime of the exercise which may also affect job performance.

Thus, jogging as a prescription for the average worker may be setting too high an activity level goal, and too great a time commitment for a working person with family and other commitments.

Preparing and participating in corporate running races and on corporate running teams, which generally attract the competitive athletes, may bring with them more psychological disadvantages than the physical benefits connected with efficient cardiovascular training. Performing well in a running

(continued on following page)



GARY D. YANKER AUTHOR
THE COMPLETE BOOK OF EXERCISEWALKING

Gary Yanker is a sports clinician, national columnist and the walking editor of American Health magazine, as well as spokesperson for The American Event Walk Series. His book The Complete Book of Exercisewalking was recently published by Contemporary Books of Chicago. Yanker welcomes further queries concerning the establishment of employee walking programs which may be addressed to him at P.O. Box 888, FDR Station, New York, NY 10022.

race is often more difficult, demanding and competitive than most on-the-job challenges.

Perhaps a better approach for encouraging productivity and harmony in a corporate environment are non-competitive sports and activities. Here, participation—not competition—is encouraged. Participation contributes to group and team efforts in a more relaxed and socializing environment. This lack of stress at play counterbalances much of the stress already experienced in the work environment.

While there are many stressful and non-competitive sport and exercise possibilities including bicycling and softball, walking is perhaps the best suited for optimum employee participation. This is important, for in order to be effective, the goal of any corporate health and recreation program should be to serve the greatest number of people, rather than an elite few.

#### he corporate role

Walking can be introduced to employees as both an organized and an informal activity. Workers should be given a choice in how they wish to participate as a sport or exercise. Of

the 55 million Americans who choose walking as their favorite sport exercise or and recreational activity, approximately 20 million are members of walking clubs or outdoor organizations and the rest walk on their own or with family and friends. Interested walkers in the workforce should be given a similar flexibility.

Perhaps the most important service the corporation can offer employees interested in walking is providing them with information on the benefits of walking and ideas for starting walking-exercise and recreational activities. This information can be initially presented in capsulized fashion in the form of fact sheets or posters. The pieces could contain information on walking techniques, exercise routines and equipment.

Corporate walking programs may involve walking activities both in and outside the workplace, on the job and during leisure time.

Walking to and from work is a regular routine for over 5 million American workers according to the 1980 Bureau of Census Report. This statistic represents a 20% increase over the 1970 census data. To be recorded in census data, workers had to walk to and from their jobs, so there are probably millions of others who walk one way or part of the way to work. The walk to work is primarily a big city phenomenon because there are sidewalks providing an uninterrupted and safe route.

Employers can help their workers find their way to work safely by providing route maps with measured distances as well as coordinating routes with mass transit stops. Locating parking lots one to three miles from work is another idea.

Lunchtime exercisewalks can be promoted among employee groups, particularly those in the same work area. Many walking groups are watching their weight. For them, walking—in lieu of eating all or part of their lunch—is an easy way to diet.

Corporations like the Travelers Insurance Company provide its employees with walk route maps around the company's office building area. Walker groups are formed through simple memos or bulletin board announcements, which give the time and meeting place for group walks.

Any corporation can launch a lunchtime walking program by distributing informational literature and inviting exercise experts to give clinics for walkers. Lunchtime exercisewalks are a convenient and inexpensive way for companies to maintain fitness since no special facilities or equipment are

#### Walking: The Exercise of the Eighties

According to seven national polls, walking as an organized sport and recreational activity has surpassed all other national participation sports in America and Europe.

For the past three years, Gary Yanker has been chronicling the walking boom as a national columnist and walking editor of *American Health* magazine. Yanker, who has been acclaimed by NBC as "the Jim Fixx of walking," has walked over 10,000 miles since the summer of 1980. Wherever he goes around the world, Yanker is accepted as the foremost expert on walking.

"Walking holds appeal and offers benefits to people of all ages and all physical conditions," explains Yanker. "You can walk if you're 5 or 85 and you can do it with many types of physical handicaps. It is a true people's sport. By its very nature, walking will attract more participants than spectators."

Yanker discovered that walking is a multi-faceted sport and each of the six sports styles he describes in his just published book, THE COMPLETE BOOK OF EXERCISEWALKING (Contemporary Books: Chicago), can be used as a separate exercise routine: rambling—the walker's stroll; hiking—the walker's jog; mountaineering—the walker's climb; volksmarching—self-paced walking; long distance or racewalking—aerobic or endurance training; and backpacking—weight-loaded walking or weight training.

Many walking programs based on daily mileage goals can be fashioned including those involving increases in walking speed, distance and work effort. Weight loading walking with a backpack is becoming increasingly popular. Other popular workouts are hill and stair climbing routines as well as long-distance hiking. On the next page is a recommended beginner program excerpted from Gary Yanker's Complete Book of Exercisewalking.

Any employee walking program should include instruction on proper walking techniques since 30 percent of the general population walks incorrectly. Others who walk correctly unconsciously must learn good techniques to apply consciously during exercise routines, both to make their walking more dynamic and to give them the knowledge for correcting walking faults which grow out of doing more miles. A free tips sheet on walking techniques can be obtained by sending a self addressed stamped envelope to EXERCISEWALKING tips P.O. Box 888, FDR Station, N.Y., N.Y. 10022.

needed. Besides a place to walk, all employees for the activity need are comfortable shoes.

Walking programs can be integrated with other corporate fitness programs and are a particularly good complement to running programs, serving as an alternative for those who shun running for one reason or other but still want an aerobic exercise. Established physical fitness tests and monitoring facilities can be used to measure a walker's progress.

While walking is increasingly being used as a beginning or warm-up program for joggers, more corporations today are discovering the value of walking programs in their own right.

Most workers could and many would be encouraged to walk more on their jobs. Salesmen can do many of their rounds on foot. Plant workers can walk instead of riding carts and company shuttle systems.

The lunchtime corporate walking group can also be expanded to weekend outings. At IBM, the employee walking group often works in conjunction with already-established hiking groups who help the company set up weekend outings for often no more than a corporate contribution to the organization's operations fund. Many national walking, outdoor and hiking clubs have hundreds of chapters at the local level.

As part of an expanded corporate walking program, the company can list weekend walks sponsored by local walking organizations or if there are none, sponsor a variety of theme walks of their own including bird and nature study, architectural and historical walking tours, overnight backpacking outings, trail building and long distance hikes.

To encourage regular walking, corporate incentive programs like those started for runners which record mileage goals and fitness testing can also be instituted.

Traveling corporate employees who stay fit at home and on the job often want to continue these programs while traveling on company business or on their own personal vacations. Many cities offer walking tours instead of bus tours for sightseers who want to ex-

plore the area while staying fit.

For the avid walker, walking vacations are offered by private and government tour operators with a wide range of activity levels. Popular for families who don't want to backpack but stay in hotels is the "inn to inn" tour where the travelers' baggage is forwarded for them so they can walk with light packs 10–15 miles a day. When they arrive, their baggage is waiting for them along with a gourmet meal cooked by the inn or hotel. Inn to inn trips can be arranged in the U.S. including Vermont and Colorado, Great Britain, West Germany and other countries.

Best Western International provides a free booklet to readers who write for it at the following address: Walking Worldwide: How To Tips On Walking For Fun And Fitness While Traveling. Best Western International, P.O. Box 10203, Phoenix, AZ 85064. Attn. Walking Worldwide.

#### Move over joggers

Based on recent polls there has been a dramatic growth of walking in the 1980's. Walkers have increased from 37 million to 55 million in the past 10 years. (20% of the population is involved in "walking for its own sake.") Over 5 million Americans walk to and

from their workplace. The number of organized walks has grown from 2,500 a year to over 10,000. The number of walk-a-thon participants has increased from 3 to 5 million since 1975 and the number of walking clubs has increased from 1,000 to 6,000. Finally, in the last 3 years, 100 walking style shoes and boots were introduced. The walker's outfit is becoming as fashionable as the jogger's.

Just as running marathons were organized to showcase running in the '70s, walking now has its own national sports series and walking sports events. The American Event Walk series was introduced and sponsored in San Diego on February 26, 1983 by American Health magazine and Best Western International, and in New York on May 21-27, 1983 by Blue Cross Blue Shield of Greater New York. The series was established to promote walking as the number one participation sport of the decade. Additional walks are being planned along America's most historic and scenic routes in such cities as Chicago, Los Angeles, Denver, Washington, D.C., Phoenix, Seattle, Boston and Philadelphia.

Move over joggers and make way for walkers. Americans are deeply concerned about health and fitness, and walking is fast becoming integrated into their lifestyles and exercise programs.

In The Complete Book of Exercisewalking, Yanker provides sample programs for walking beginners, as well as a look at walking as a calorie-burner.

Program 1: three times a week Week 1: 20 minutes daily Week 2: 25 minutes daily Week 3: 30 minutes daily Week 4: 35 minutes daily Week 5: 40 minutes daily		8 minutes daily 2 minutes daily 5 minutes daily 8 minutes daily
Week 6: 45 minutes daily		0 minutes daily
Activity	Calories burned 150-	per minute by pound person
Cycling		
GON		5.8
Skiing, soft snow  Climbing hills  Slow running		5.8 6.7 8.2 9.2

## The Teamfes

by Amy E. White, Honeywell, Inc.

When Alexander Graham Bell invented the telephone, he didn't do it alone. He had the able assistance of his co-worker, Dr. Thomas Watson. When Thomas Edison invented the light bulb, he didn't do it alone, either. He had a team of five assistants at his machine shop in Menlo Park, New Jersey. Historians tell us that the six of them worked twenty hours a day for a full year to light up our lives. *That* takes dedication!

Great things can't always be done by one person as these famous men have proved. Teamwork is the root of all success—including employee activities programs. A great program cannot get off the ground and stay off the ground without a team of people to help plan, coordinate and carry out events, discounts, trips and other activities. The Employee Activities Program at Honeywell Information Systems in Massachusetts recognizes this fact.

## "Volunteers . . . are the most important part of our team."

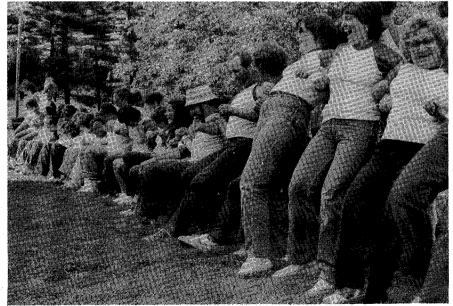
The Honeywell program is three years old. Up until 1980, any activities, company-sponsored trips or discounts were

handled by the few employees in various facilities who were willing to spend their own time and effort. Kathy Carney joined the Employee Relations staff as the employee activities program manager and undertook the job of developing a structured program.

When the formal program was started, the first step was to structure committees composed of employee volunteers and management representatives for the five geographic regions. Having location committees seemed to be the best solution to the problem of keeping all the employees equally informed about upcoming events.

"We rely heavily on our volunteers," Carney said. "They are the most important part of our team."

Prior to the present Employee Activities Program, the original committee managed to sponsor several events annually. In 1981, over 40 events, including trips, clubs, leagues, discounts and entertainment discounts were offered in which a significant number of employees and families participated. Over the past two years, the Program Office has expanded and the location committees have grown to include over 65 volunteers on six committees who act as a liaison between the Employee Activities Program Office and 8,000 employees based in over 20 facilities in Eastern Massachusetts.



Everyone needs someone they can lean on.

# Challenge

Location committees plan and direct events that are held for their respective facilities as well as program office-sponsored activities that are held for all Honeywell employees. Several committees have developed Employee Activities Rooms (EARs) at their facilities, which they volunteer to staff during lunch hours. Employees are invited to drop by the EARs to pick up brochures, discount passes, coupons and other material distributed by the Program Office. The EARs provide an atmosphere for committee members to solicit comments and feedback from employees.

"Without our volunteers, we wouldn't have a viable way of making sure everybody knows what is available to them," Carney said. "More importantly, the location committees help our office understand what employees are looking for from Employee Activities. The volunteers identify the needs and desires of their location workforce."

#### "The volunteers need to be told that we appreciate what they are doing for us and the company."

Carney believes that the key to keeping volunteers active is a mixture of several dynamics.



Oh, what a tangled web we weave . . . particularly when the string we're using becomes a human knot.

"It's like the saying that a chain is only as strong as its weakest link," she explained. "By keeping our volunteers united, devoted, motivated and most importantly, recognized, we strengthen the chain that links the Program Office with the employees. The volunteers need to be told that we appreciate what they are doing for us and for the company."

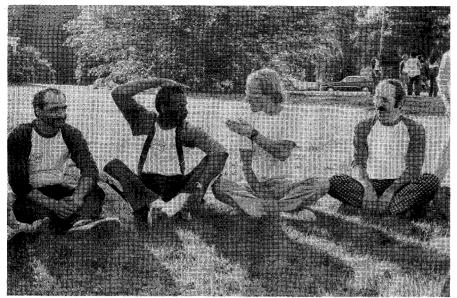
But, how do you tell them? Do you have an awards banquet and give everyone a certificate? Do you send around a memo? Do you tell the volunteers' managers what a great job they're doing? Carney says yes, yes

and yes. "But there's got to be more than that," she added. "A certificate is not enough."

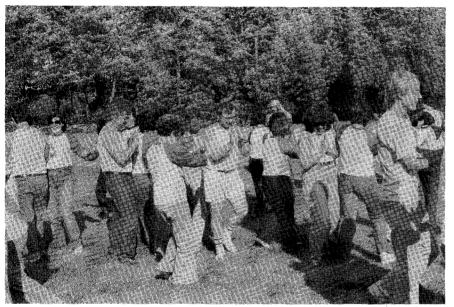
Carney's office arrived at what they consider a comfortable solution. Last summer, they invited all the volunteers to an off-site location one afternoon to do nothing more than play games—New Games, that is. And the result was recognition—and a new-found volunteer motivation.

New Games are designed to get people together to enjoy themselves. Some

(continued on following page)



A volunteer and a New Games Counselor (right) try their hands at "Ah-so"—a Far East version of tag where players get each other out by interrupting their neighbor's concentration.



How did Honeywell employees get to the other side of a circle? With their eyes closed and "bumpers" up.

(continued from previous page)

of the games involve skill and strategy, but most do not render a winner. According to the New Games inventors in San Francisco, if everyone has played hard and enjoyed themselves, then everyone has won.

David Weaver, then the recreation administrator at Honeywell, first discovered New Games while he was at the University of Massachusetts studying for his Leisure Studies degree. "They used New Games during my freshman orientation week," he remembers. "Despite an entering class of 4,000, it was amazing to see how close the individual teams got during that afternoon of games. I was still saying hello to the people who were in my group my senior year. It's an experience that's hard to forget."

"We thought New Games would be a great way to build team spirit and morale. We even called it 'Teamfest' 82',' Carney explained. "The games in that atmosphere provided a way for the volunteers to have fun, yet they also provided a way to spark enthusiasm for the program, promote positive group dynamics and let the committee members really get to know each other. The great part about it is that we were able to accomplish this all in the same afternoon."

Anyone who had been standing nearby that afternoon could not have known what was going on. New Games requires screaming, laughing and lots of fun. For example, in a game called "Knots," groups of 12 volunteers stood in a circle shoulder-to-shoulder with their arms stretched out in front. On the count of three, everyone was to grab two hands across from them that didn't belong to the same person. The task was then to "untangle" without releasing hands. The result was a mishmash of teammates passing under, over and through each other to end up in a circle holding hands.

Even the simplest of tasks became fun with games like "Stand-Up." In pairs, team members sat on the ground, back-to-back with knees bent and elbows linked. The object was to simply stand up together. After everyone had mastered standing in twos, using a little teamwork they stood up in a line of 40, all back-to-back and all standing at the same time.

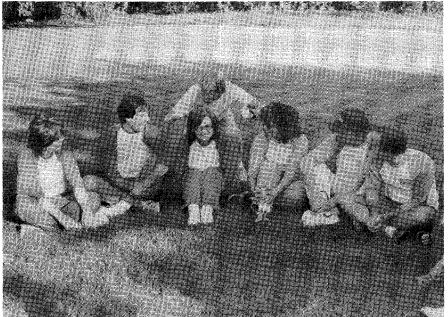
After the games, volunteers were rewarded with a cookout. The location committees each wore a team shirt color coded by committee group. Two New Games counselors were on hand to conduct the games, allowing everyone including the Program Office staff, to participate.

"Money is tight everywhere," Carney said. "We've had to cut down on our budget somewhat over the past year, so we tried to plan an event that would render high return on our investment."

"High return" is an accurate description of the reaction Honeywell got from the volunteers. One committee member commented, "It was a great way to meet the members of the other committees and it was just the 'charge' this committee needed." Another agreed, "The whole thing was great; the games, the fun, the friendship. I even enjoyed just sitting around and talking at the end of the evening!" One committee member admitted that he is



Members of the Program Office stack up for a solid Employee Activities Program.



The new Games counselor attempts to mislead and confuse an innocent volunteer in a game of "Ah-so."

not an athletically inclined person, but quickly added, "I felt very comfortable participating. It was the most enjoyable time I've had in many years."

Perhaps a comment made by one volunteer summed up the whole purpose of Teamfest. "Sometimes with all the work and frustrations of being a volunteer, I just want to back off or resign. At the end of the night, I just looked at my friend and laughed and

we both said, 'Now we're really hooked.' We could never leave. You'll just have to fire us to get us off. We are more motivated than ever.''

If you would like to know more about Teamfest '82 or Honeywell's activities program, contact Kathy Carney at Honeywell, Inc., 200 Smith Street—M/S 460, Waltham, MA 02154.

force."

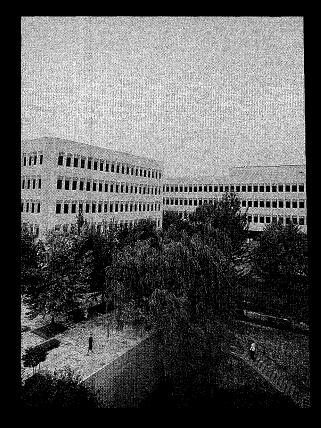
"Without our volunteers, we wouldn't have a viable way of making sure everybody knows what is available to them . . . the volunteers identify the needs and desires of their . . . work











The better workplaces: (clockwise from bottom left) Hillsboro Executive Center, Interstate North Office Park, Orlando Central Park, Corporate Woods, Salt Lake International Center, Meadowvale Business Park (top and bottom right), Opus 2 and Interstate North

# Building Bet

ow important is environment to business and industry? Consider this: Isaac Newton changed popular thinking by sitting under a tree; an electrical storm enlightened Benjamin Franklin; and nature provided the bold imagery Shakespeare penned in his masterpieces.

The past is prologue to today's story on the business environment. As heavy manufacturing, blue collar workers and equipment-intensive operators are giving way to high technology, white collar workers and people-intensive operations, businesses are quickly discovering that an environment can be conducive to productivity.

This emerging concern with the business environment is quite prevalent among office and industrial park developers. In today's parks, employee amenities are becoming standard elements of the corporate atmosphere. Impressive landscapes, jogging trails, lakes, bicycle races and marathons are the new tools marketers use to attract prospective park tenants.

"Much more attention is being paid to the needs of employees," noted Sid Peters, Executive Vice President of the National Association of Industrial and Office Parks (NAIOP). "Many developers are moving feverishly to provide

18 July, 1983



# r Workplaces

the amenities required by the growing number of people-intensive businesses."

The characteristics and functions of office and industrial parks have undergone dramatic changes in recent years and will continue to change in the next decade, according to Peters. The emphasis on high technology and service oriented business has lessened the demand for traditional warehouse facili-

ties, which once dominated the nation's major park complexes. Peters also believes that the steadily increasing white-collar workforce, which frequently brings health-conscious attitudes to the workplace, has been partly responsible for the development of amenity packages that include active recreational opportunities.

"During the first ten years of the office park industry—from the late fif-

ties to the late sixties—developers buil box-like structures in the parks and really didn't think that much about the en vironment," said Billy Mitchell, 1983 NAIOP President and Executive Vice President of Carter and Associates, de velopers located in Atlanta, Georgia "As the industry matured and client recognized the value of a good envi

(continued on following page)

#### Better Workplaces

(continued from previous page)
ronment, developers were encouraged

to upgrade the quality of design and search for ways to improve the park environment. Within the last five years, parks have been increasingly competitive in providing a quality environment to their clients."

Park owners and developers, says
Mitchell, view the amenity package as
both a response to the needs of their
clients and as a marketing tool, with
which to position their product.

"I think it's important to develop

exciting walkways, jogging paths, carefully landscaped grounds and well-designed buildings," said Mitchell. "Employees need opportunities to mingle during or after the workday, either through recreational or cultural activities and events. We need to continue to make the business environment

## The better workplaces

"I've visited 56 chapters of our as-

sociation over the past seven years,"

said Peters, "and I've noticed a tre-

a working environment."

mendous change. A lot of attention is being given to building a better workplace."

"Better" may even be an understatement in describing some of the

statement in describing some of the leading office and industrial parks scattered throughout the United States and Canada. This new breed of parks ap-

proaches the ideal.

nity events.

The ideal environment is so important to park developers that they get directly involved in planning the amenity package, including recreational activities. Many marketing departments

ity package, including recreational activities. Many marketing departments of the development companies coordinate the special tournaments, which serve as excellent sales tools, while the facilities staff may assist in tournament scheduling. Even public relations lends a hand to the recreation program, par-

ticularly the park-sponsored commu-

## A sense of community

Somehow, the term "workplace" does an injustice to the master-planned park developments of Meadowvale Business Park, Orlando Central Park and Salt Lake International Center. More aptly, they are "productivity centers"

where tenants can cultivate all of their vast potentials in a community atmosphere.

Can an office complex that has a lux-

ury hotel across the street, a park, lake,

and trails in its backyard and a shopping mall and art gallery within walking distance be all work?

Not if it's Meadowvale, a community which offers corporations and their people an exceptionally rich and har-

people an exceptionally rich and harmonious living and working environment. Created by Markborough Properties Limited of Toronto, Meadowvale is located on the outskirts of Metro-

politan Toronto.

"Meadowvale is a community which thrives on both business and people," said Peter Langer, Jr., Vice Pesident, Markborough Properties Limited. "The environment is complete: housing to accommodate every need, educational facilities from day care through senior

high school, employment in various

types of industries, recreation to suit

every inclination, a Town Centre to

service the commercial needs, and roads and walkways to knit all of these elements together."

Throughout the residential and business community are numerous parks, football and soccer fields, baseball dia-

monds and tennis courts. Miles of in-

terconnecting trails and walkways were

designed for jogging, cycling or just a

quiet lunchtime stroll.

Within walking distance is the natural Credit River Valley for fishing, hiking, or cross country skiing. Lake Acquitaine, a 12-acre man-made lake, is a popular setting for community events, picnicing and canoeing. The lake sports its own mini-marina and adja-

And in the midst of Meadowvale's 3,100 acre planned community lies an attractive business park.

"Meadowvale Business Park's

cent to it is an amphitheater.

parkland setting and recreational facilities is a major feature and one of the main reasons why some of the best known Canadian and international firms have chosen Meadowvale as their corporate home," said Langer.

In recent years, companies such as DuPont, United Co-operatives, Syntex, Hitachi, Nissan Automobiles and Dow Corning have decided to make Meadowvale their center of Canadian

operations.

"Passive and active recreational op portunities are considered a vital aspec to allow employees to relieve stress,' said Howard Jeffrey, President of Syn tex. "An executive who can jog by the river as the sun rises, or bicycle to work

shop for an anniversary gift at noon and play baseball with his children o get in nine holes of golf before sunset all within minutes of his office and hi home, is most often an executive who

can tackle his daily job with maximun

energy and enthusiasm."
Within the Business Park, the 200 room Meadowvale Inn offers conference and meeting rooms, banquet fa

cilities, restaurants, lounges and enter

tainment facilities. Adjacent to the hote

A major part of the hotel complex i

is Meadowvale's art gallery.

the 20,000 square foot Markvale Rac quet and Fitness Centre, complete with squash and racquetball courts, indoo tennis courts, fully-equipped gymna sium and weight training rooms, in dividual men's and women's whirlpoo baths, saunas, sunrooms and carpeted locker rooms. The Centre even has it

own pro shop and licensed lounge, fo

more relaxed social activities.

"The Markvale Centre has attracted a very high ratio of corporate group members from the Meadowvale Business Park, says Manager Don Dority "We try to stress the importance of fitness program to employers and their staff, and we assist by offering company group rates and arranging fitness classes and workouts according to business."

"Most of our members find the location ideal," Dority added, "and since many live and work right in the area they can also make full use of the facility on weekends."

ness schedules. Our peak times seen

to be very early in the morning, lunch

hours and right after 5:00 p.m."

"Part of our philosophy is not just to measure the success of our new developments in terms of their profitability," says Langer. "We have to consider, as well, the social aspects in encouraging a strong sense of com-

On a different part of the continent another park works hard at developing a sense of community and creating

munity. That has been the real succes

positive environment.

Nestled in Orlando, Florida, the Or

lando Central Park is home to 350 companies. The Park celebrated its 20th anniversary this spring and recognized early-on the value of an extensive employee benefit program and an environment serving more than a perfunctory function.

"By encouraging employers to locate in the park and use the recreational facilities, we help them serve the employee as a whole person, rather than as a nine to five worker," said Orlando Central Park President James B. Brown.

As part of its benefit program, Orlando Central Park has developed a recreational area in the center of the park on Lake Ellenor, which includes two lighted tennis courts, horseshoes, shuffleboard, a beach for swimming, a picnic area, rowboats for pleasure or fishing and showers and locker rooms. The area is used during lunchtime, after work, on weekends and for company picnics or parties. In addition, the Executive's Club at the Gold Key Inn provides sauna and exercise equipment for members.

Specially-planned activities during the year further enhance Orlando Central Park's environment. The annual Lemon Open Golf Tournament, for instance, held at the Orange Tree Country Club, is sponsored by Orlando Central Park. Entrants, who must work in the park, are charged a modest fee for this full day of fun.

Another annual event, the Labor Day 24-hour Bicycle Race, is sponsored by the Winter Park Jaycees with proceeds to the Muscular Dystrophy Association, while Orlando Regional Medical Center's fall 10-kilometer run, 2-mile fun run and ¼-mile lollipop run (for ages 10 and under), benefit the hospital's spina bifida clinic. Listed in the Governor's Council of Physical Fitness publication, the three races attracted 1000 participants last year.

Spring and fall Brown Bag Concerts in the Park by the Florida Symphony Orchestra are sponsored by Orlando Central Park and American Telephone and Telegraph. These popular concerts bring Central Florida spectators the unusual treat of free symphony music.

Rounding out the events calendar are the Orlando Jaycees Bike-A-Thon in October and the American Cancer Society's November Bicycle Race.

Other services within the park such

as restaurants, banks, an emergency medical clinic and the West Campus Branch of the University of Central Florida help provide a working atmosphere that is considered one of the finest in the Orlando area.

Many of the Park's staff are involved in coordinating the employee programs. The marketing department gets involved as recreation is, for them, a sales tool. The facilities department assists in tournament scheduling and public relations lends a hand with com-

# "... I've noticed a tremendous change. A lot of attention is being given to building a better workplace."

—Sid Peters, Executive Vice President, National Association of Industrial and Office Parks

munity events.

"Driving to work in the morning, it's nice to know you can break up your day with a set of tennis at lunch or a row around the lake. You get a breath of fresh air and your afternoon becomes more productive. Then, when you go home in the evening, you can really relax. That's our scenario at Orlando Central Park. We've seen it work, and we believe in it," concluded Brown.

The Salt Lake International Center, developed by Triad Utah in Salt Lake City, also believes in the importance of amenities and a sense of community.

"Our corporate tenants and their employees really appreciate all the recreation opportunities Salt Lake International Center provides them," said Mark Linford, Market Research Analyst, Triad Utah. "The activities build an *esprit de corps* and give them a sense of commonality."

For smaller companies, the Salt Lake International Center is a way to offer a large-scale recreation program to their employees without a large-scale budget. During the summer months, the International Center sponsors a softball league, which plays on a diamond located within the park. Last year, 33 teams competed in either a men's, women's or mixed division.

Last spring, nearly 500 children of the center's employees found 4,000 candy Easter eggs hidden on the park's lawns. Following the annual Easter Egg Hunt, the children met at the Flag Plaza for prizes and entertainment.

The park has also co-sponsored a wide variety of activities, including a bicycle race, a six-mile "Run for Fun" and a photography contest. Most recently, the severe floods in Salt Lake City forced the 10-K Salt Lake Classic, Utah's largest race, to find a new place to run. The Salt Lake International Center hosted the classic, which may make a permanent move from a downtown run to the park.

"We've taken a sagebrush desert and turned it into one of the state's most outstanding parks," explained David Handley, Vice President of Salt Lake International "Basically, our program reflects the philosophy of our president, Emanuel Floor. His goal is to create a sense of community through the recreation programs. The tournaments, contests, lakes and even the bookmobile, which brings reading materials to our tenants, are a part of that important amenities package."

"Through all of this, we operate on a break-even basis," added Handley. "But more importantly, if we can enhance the desirability of our center and show people that Salt Lake International is more than a place to work, but a community, then we will have done our jobs."

## Working at fitness

A long drive to a health club can be a major deterrent to keeping tired employees from getting the much-needed exercise they need to remain fit and healthy.

The Westchester Executive Parks and Interstate North Park recognize this fact and each offers its tenant companies a variety of exercise alternatives from racquetball and health clubs to jogging events.

Court Sports I, a 13-court club located in Robert Martin's Cross West-chester Executive Park, Elmsford, New York, and Court Sports II, a 14-court club in the South Westchester Executive Park, Yonkers, New York, offer the harried businessperson health facilities right around the corner from the office.

Each of these clubs, which are open for membership to Westchester tenants

(continued on following page)

#### **Better Workplaces**

(continued from previous page)

(who receive a corporate discount) as well as to the general public, feature racquetball courts, special aerobic dance classes, saunas and exercise rooms. The clubs also serve an additional role of home base where tenants can do their pre-jogging warm-ups and take after-jogging showers.

The Robert Martin Company, developers of the Westchester Parks, encourages not only its own staff to participate in planned exercise programs, but all tenants in the parks as well. Most recently, Robert Martin co-sponsored its first annual corporate run-off with well over 600 runners at each of the four scheduled races. The autumn event culminated in the presentation of the Robert Martin Cup to one of their Cross Westchester Executive Park tenants

In the past, Robert Martin has also sponsored Robert Martin Grand Prix Racquetball Tournament which, while keeping participants in excellent physical condition, affords tenant companies the opportunity to get to know each other in a relaxed social setting during the weekend playoffs and presentation of division trophies.

The name of the game during the 1980's, according to Lee Neibart, Vice President of Leasing for the Robert Martin Company, will be "amenities." To meet this challenge, Robert Martin is already involved in research and planning for additional recreational amenities to be included in the major office buildings. On the drawing boards are plans for racquetball clubs, fitness centers, jogging trails and platform tennis facilities.

Another park with a heavy emphasis on healthy people is the Interstate North Office Park in Atlanta, Georgia. Weeping Willows, Japanese Holly bushes, Sugar Maples and seasonal flowers flourish in the Atlanta Park, which Robyn Lajevardi, Interstate North Office Park Leasing Assistant describes as a "people-oriented environment." In all, eleven buildings house employees of headquarters, regional offices and branch office of both national and international companies.

A park-like setting, complete with canopied picnic tables, two fountains,

a putting green and a grassy lawn area, draws the lunch-time crowds. And for the fitness-conscious, a jogging track encircling the landscaped lake area and the perimeter of the park, as well as a racquetball center within the hotel on the park's premises, offer opportunities for walking, jogging, racquetball and swimming, and provide aerobics dance classes and saunas for exercise and relaxation.

"The jogging track and walking trails are probably the most used paths at the park," said Lajevardi. "We'll be focusing on more walkways and 'outdoor people areas' in the future."

Of course, employee health and fitness can also be achieved on a smaller scale. At the Riverchase Development in Birmingham, Alabama, one tenant—Blue Cross-Blue Shield of Alabama—developed a Parcourse Fitness Circuit for their own employees as well as other park tenants and the community at large. Blue Cross-Blue Shield encourages its own employees to use the exercise circuit through an incentive system. A local police force and junior high school track team also improve their fitness levels through the Parcourse Circuit.

Health care services, tailored to meet the needs of business and industry, are offered by the Intermountain Occupational Health Clinic at the Freeport Center, an office park located in Clearfield, Utah. The clinic's health care professionals offer occupational health services in three general categories: occupational medicine, employee assistance and wellness/fitness.

In particular, the clinic provides employees of Freeport Center companies with treatment for on-the-job injuries and illness, health screening, physical exams, counseling for alcohol and drug abuse, stress management and financial management, risk appraisal and lifestyle evaluations, and educational seminars on topics such as nutrition and weight control, smoking cessation and high blood pressure control.

"Most of the emphasis is on preventive medicine," said Stephen Barrett, Director of Economic Development for the Freeport Center. "All of the feedback has been quite positive. A program that makes employees feel better is especially important—and needed—today."

## Corporate sanctuaries

At first glance, Opus 2, Corporate Woods and the Hillsboro Executive Center seem to be the antithesis of activity. Tranquility reigns in the paradisical parks where developers tuck their tenant companies in beds of modern buildings, crystal clear ponds, waterfalls and jogging trails—all covered by blankets of trees and sunshine.

But all is not play in these Eden-like environments. Developers and tenants agree that productive work is enhanced by Mother Nature, assisted by some of the best designers, builders and developers.

A visitor needs only peer out an office window to see why presidents and chief executive officers are taking their employees to these corporate sanctuaries.

How appropriate to call the office park in Minnetonka, Minnesota "Opus 2" and call its developers "Opus Corporation." Opus means creative work. And to look at this workplace, one can only see a pastoral creation.

Opus 2 (which appears on the cover of this magazine) features a mix of land uses: a dual roadway system—one for vehicular traffic, the other for pedestrians and bicyclists, open spaces and wooded areas, buildings that blend with the natural setting, rolling hills, wooded knolls, natural ponding areas . . . .

"We began to create this conservatory environment in 1974," explained Bob Worthington, Director of Planning and Governmental Affairs for the Opus Corporation. "It was a time when the environmental movement was in full swing and people believed that we shouldn't keep building and developing without a concern for nature.

"It was also at time," he added, "when businesses were becoming more image-conscious and realized their products needed to reflect that. Companies wanted amenities and to compete for them as tenants, we had to give them what they were asking for."

Park benches are scattered throughout Opus' biotonic garden, which holds native vegetation and ponds, for tenants to simply relax, "passively recreate" and take in the surroundings.

The more active park tenants use the jogging and biking trails, which because of a series of bridges and un-

derpasses, are physically separated from the primary roadway. Joggers, cyclists and in the winter, cross-country skiers, take advantage of the trails.

The park also plays host to community marathons. The four-year-old Opus Marathon benefits a local hospital.

And, of a more social nature, Opus will host an anniversary celebration in August, where tenants can enjoy an evening concert—with performers floating on a raft in the pond—as they look on from the rolling hills.

"People of the eighties are getting away from the fast-pace and crowds of the urban environment," said Worthington, "They need some tranquility in their lives. Without the constant pressure, employees can become more productive."

Mother Nature flaunts her stuff in another midwestern office park, Corporate Woods in Overland Park, Kansas (just outside of Kansas City, Missouri)—a corporate sanctuary that makes it clear why Kansas calls itself "the land of ah's."

Ah, the shaded streams at Corporate Woods . . . ah, the wildflower meadows . . . ah, the sleak, modern buildings . . . ah, the productivity . . .

Yes, employees there can be described as productive. Corporate Woods' leasing agents contend that the park draws excellent personnel and improves efficiency while decreasing absenteeism.

The Corporate Woods land was once traversed by westward-bound settlers on the Santa Fe and Oregon Trails. Now, the new trail in the Woods is a professionally designed running trail with a built-in Parcourse where runners can keep in shape with scientifically formulated exercises performed in agreeable surroundings. Provided for the more than 4,000 persons who work in Corporate Woods, the trail runs through some of the office park's most scenic terrain, yet is within easy reach of all office buildings in the complex.

A picnic shelter with barbecue stoves and a rustic bridge over nearby Indian Creek form the nucleus of this intentionally rustic park. Within sight of the sleek contemporary lines of a 16-story office tower, picnickers can enjoy an outdoor meal and watch as rabbits, chipmunks and squirrels scurry through the shade grove. A variety of birds attract birdwatchers, and larger wildlife, including deer, coyote, and even a wandering buffalo have been sighted.

Corporate Woods has 235 tenants. Though most are insurance companies, everything from law firms to cocktail mix manufacturers establish offices there.

A recent study by the Jackson County Economic Development Commission and the University of Missouri-Kansas City Institute revealed that hundreds of firms have left Kansas City in the last four years. Their reasons: a need for modern buildings, more space and easier access.

Corporate Woods lured IBM out of Kansas City. It even brought the Kemper Insurance Group from Chicago and Frito-Lay from Dallas.

Another IBM division, as well as Olin Chemical and others have made the move to a corporate sanctuary. The Hillsboro Executive Center in Deerfield Beach, Florida offers tropical landscaping and waterfalls blended with athletic facilities to the contemporary business world.

"The thought process necessary to create this theme originated years ago when we combined some of the features from our residential neighborhood parks into our business environments," said Ronald Gargano, Regional Vice President of Crocker & Company, the parks developers. "Today, we find these business "park-like" environments receive more use by adults than the recreational facilities in the residential areas. The need is obvious—we each desire to work in pleasant surroundings.

"Today the hard lights, whistles and bells, high-tech office environment requires a change of pace," he added. "In designing a business park environment we've provided a balance—a soft contradiction. This is exemplified by a blend of soft, relaxing, tropical gardens and hard, physical exercise facilities provided to release the pent-up emotional and physical forces caused by the stress of today's fast-paced business environment."

Among Hillsboro's other amenities is a one-mile jogging/walking trail that meanders along the Deerfield Country Club and through the wooded area along the Hillsboro Canal.

"I believe the continued evolution of these business parks," concluded Gargano, "will result from the emphasis these large firms exert in the workplace and will result in a better working environment for us all."

## o place like these homes

Though there are those who may find these amenity-laden office and industrial parks too perfect or artificial, the increase in park growth testifies to their immense drawing power. No doubt, the parks will not deplete the business districts of the major cities. They have, however, become too significant to be ignored.

"These amenities packages—the impressive landscape, the recreation opportunities, the jogging trails and picnic areas—will become a general rule in the future," predicted NAIOP's Peters.

And it is no small wonder with such amenities that more and more companies are discovering that there's no place like an office park home.





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Our Own Private Beach

Carl Pirkle always believed in the value of recreation and employee services. One year ago, he made Healthdyne, Inc. a believer as well. ESM: The key to any successful employee program is management support. How did you gain management's attention for your corporate employee services and recreation program?

Pirkle: A year ago, when I initially approached Healthdyne's president, I wasn't even employed at the company or in the corporate sector. I was teaching recreation at a university and decided that I wanted to get involved in a corporate employee program. I simply submitted a resume to Healthdyne and in my cover letter asked for a chance to explore the possibility of starting an employee services and recreation program. Fortunately, I was able to discuss this with a very receptive company president.

ESM: What kind of approach did you use to sell the idea of employee services and recreation to Healthdyne's president?

Pirkle: I simply explained to the company president the benefits of fitness, a company newsletter and general recreation programming to the workforce.

I told him evidence showed that fit employees are absent fewer times, are more productive and are generally happier. All of this would, of course, mean less turnover at Healthdyne.

I also explained that in light of the company's sudden growth—from only a few employees at corporate head-quarters ten years ago to over 500 to-day—communications may have been diluted by the large size and growing complexity of the company. If a company newsletter and recreation program were started, communication could be enhanced from top to bottom.

The bottom line in my proposal was profit. The company could—and would—profit from an employee program. And Healthdyne's president liked that idea.

I think the key to selling ideas to top management is providing them with a people- and profit-oriented approach. They must see that your ideas make good sense dollar-wise. For instance, management must be told that employee services and recreation programs not only make for a healthier and

## Interview

—with Carl I. Pirkle, Manager of Employee Services, Healthdyne, Inc.

happier workforce, but one that, because of their psychological and physical states, is more productive and gives a greater effort to the company.

Though I had articles on hand to support these statements, I didn't need them. Healthdyne's president accepted my proposal based on its own logic.

ESM: How exactly did you step into your newly created position as Health-dyne's manager of employee services and start a formal employee services and recreation program?

Pirkle: I took one step at a time. New activities were meshed with existing programs to enhance what was already going on. I didn't want to upset the apple cart. Healthdyne already had some sports teams, an annual Christmas party and an annual summer event, so new activities and events which complemented them were built into the employee services program.

Early on, I conducted an employee survey and have since used the results in my planning and programming. ESM: Today, what kinds of programs are available to Healthdyne employees?

Pirkle: Our employee services and recreation program offers sports programs such as softball, basketball and bowling, in-house aerobics classes, an expanded all-company picnic, the company Christmas party, health courses on topics such as smoking cessation, and a company store offering NESRA associate member merchandise, sportswear, stationary, jewelry, televisions, company logo items and discount tickets.

Since I've been here, we've also upgraded the food service from a drab vending facility to something just short of a restaurant. Now, employees have a greater selection of food, a fresh salad bar, hot soup, and a more pleasant atmosphere.

In the future, we're looking to establish more special interest clubs, sports and wellness programs.

ESM: Where are these programs hosted?

(continued on following page)

Carl I. Pirkle is currently the manager of employee services at Healthdyne, Inc. in Marietta, Georgia. Pirkle holds an Ed.D. in leisure studies, as well as an M.S. in recreation administration. He joined Healthydne in 1982 after serving as an assistant professor of recreation at the Virginia Polytechnic Institute and State University. Pirkle has also served as an instructor of recreation at Purdue University, parks and recreation director for the town of Longmeadow, Massachusetts and recreation director for Borough of Rutherford, New Jersey.

(continued from previous page)

"The bottom line in my proposal was profit. The company could—and would profit from an employee program." Pirkle: We use our dining facility for numerous activities and programs. A room just off the cafeteria serves as our company store. And we have a corporate membership with a local fitness center.

ESM: How is money generated to fund your program?

Pirkle: Our company provides the employee programs with some funding, and to break even, we may charge a nominal participation fee in our activities and events.

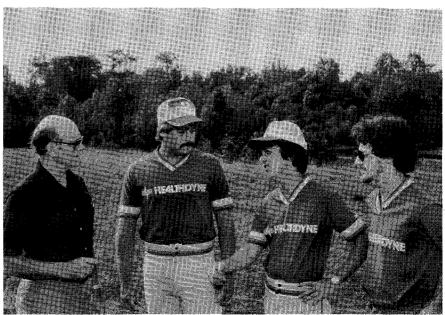
ESM: How does your position as manager of employee services fit into the corporate structure?

Pirkle: I answer to the Vice President of Management Administration. In addition to coordinating the employee services and recreation program, I serve on the safety committee and am in charge of company security. I really wear many hats.

ESM: Who assists you in handling so many varied duties?

Pirkle: Volunteers. I recruit them for the employee programs through the inhouse newsletter, which I edit, and by word-of-mouth.

I don't have a paid staff and rely heavily on my volunteers. I think it's very important to recognize them as individuals with talent and something



Carl Pirkle and the softball team captains have enjoyed growing popularity in the company softball league.

## Interview



Pirkle was instrumental in transforming a drab vending area into a pleasant eaterie.

to contribute. To keep volunteers, I think it's important to praise them daily and also provide them with formal recognition.

ESM: Does your NESRA membership assist you in the administration of your program?

Pirkle: Very much. I'm the current president of NESRA's new Atlanta chapter and through it, I have learned of suppliers and locations for events. NESRA has provided me with knowledge and ideas which have meant an immediate advantage.

ESM: Does it pay for a small company to invest in an employee services and

recreation program?

Pirkle: I believe whole-heartedly in employee programs for any company. Our employees like working at Healthdyne. The company shows that it is interested in them as individuals, as contributing members to the company and society.

Employee services is a factor that keeps the personal touch in a company . . . it ensures that an employee is not a number.

The very nature of our company is health care; Healthdyne, Inc. manufactures and markets products for health care. Now, through our employee services and recreation program, we are encouraging that care to permeate the workforce.

"Employee services is a factor that keeps the personal touch in a company . . . it ensures that an employee is not a number."

# A Thou

If a picture paints a thousand words, then a lot was said by the 550 entries in NESRA's 1983 Photo Contest, cosponsored by Guardian Photo. This year's winning entries made impressive statements about "morning mist," "infin-

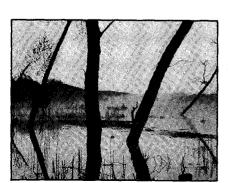
ity," a "fisherman" and a "morning flight." Winners were selected by 1983 NESRA Photo Contest Chairman George Stark of McDonnell-Douglas Corporation and a team of photography professionals.

BEST IN	MOI	RNING MIST	COLOR PRINTS	1st	INFINITY Josephine Klingensmith Washington Gas
		e Farris h & Lomb		2nd	ANGELA Carl Lampe Reynolds & Reynolds
DIVISIO	N WI	<u>NNERS</u>		3rd	GIRAFFE Mike Koenigsberger 3M
SLIDES	1st 2nd	MORNING FLIGHT Mary Barrows Johnson Wax THOMAS FLYER Ben Pitt		4th	AFTERNOON WALK Gary Alkinson Rockwell
	3rd	Martin Marietta BUFFALO RIVER Kenneth Spencer	CLASS V SLIDES	VINN	<u>ERS</u>
	4th	General Dynamics ROSE Erma Christman	NATURE	1st	MORNING FLIGHT Mary Barrows Johnson Wax
		Allstate		2nd	CATEYES Delmar Stipe General Dynamics
B & W PRINTS	1st	FISHERMAN Larry Stephens Reynolds & Reynolds		3rd	DOUBLE DELIGHT David Miller Harrison Radiator
	2nd	RIDE, ANYONE? Betty Valentine Owens-Corning	SCENIC	1st	BUFFALO RIVER Kenneth Spencer
	3rd	GRAMPS Leonard Parker General Dynamics		2nd	General Dynamics THE GREAT WALL OF CHINA
	4th	MAJESTIC YOSEMITE Ray Tenold Rockwell		(conti	Y. Bar-Shalom Fair Oaks West nued on page 30)

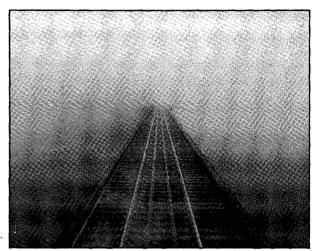
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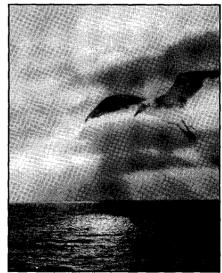
Best In Show: Morning Mist



First Place, Black and White Prints: Fisherman



First Place, Color Prints: Infinity



First Place, Color Prints: Morning Flight

These winning photos represent the best in their class or division. The editor regrets any loss of print quality which may naturally result when color photographs and color slides are reproduced for black and white publication.

	3rd	SHRIMP BOAT Stephanie Satter VITRO		3rd	CLOU Gordon Honeywe		
HUMAN INTEREST	1st	THOMAS FLYER Ben Pitt Martin Marietta	COLOR PRINTS  NATURE 1st		GIRAI	FFE <sup>-†</sup>	
	2nd	YOSEMITE SKYDIVER John Yingst EIMCO		2nd	3M HORN	enigsberger ED FRIEND	
	3rd	DAYDREAMING Thomas Lisec Martin Marietta		3rd	GOOS	i Republic E & YOUND	
<i>OPEN</i>	1st	ROSE Erma Christman Allstate	SCENIC	1st	Carol W 3M INFIN	ITY	
	2nd	STRAWBERRIES Karen Lehnen Martin Marietta		2nd	Josephine Klingensmith Washington Gas MOUNTAIN STREAM		
	3rd	MIRROR, MIRROR John Waha Burn Harbor		3rd	DuPont SEASO	SEASCAPE	
	NIESC.				Mike Sur Allstate	nmers	
B & W PRI	NIS Ist	MAJESTIC YOSEMITE Ray Tenold	HUMAN INTEREST	1st	AFTEI Gary Atk Rockwell		
	2nd	Rockwell CURLICUES Paul Kirkbride Harrison Radiator		2nd	Harry Tr	HERHOOD	
	3rd	LOOK BUT DON'T TOUCH Bill Gammill General Dynamics		3rd	Allstate WAIT Germain Kaiser	ING FOR THE 6:10 e Kaub	
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	2nd	Reynolds & Reynolds  DOWNTOWN DENVER  Susan Pence		2nd		PLACE CALLED SAN IEON	
	3rd	General Mills THE WAY HOME Peter Chase		3rd	Martin M	larietta RS	
		Martin Marietta			Kenneth Martin M		
HUMAN INTEREST	1st	GRAMPS Leonard Parker General Dynamics	HONORABLE MENTION FUTURE CHALLENGER FIRESIDE READING				
	2nd	FORD Larry Root Martin Marietta	Walter Old Fairchild			FIRESIDE READING Louise Gaddis Allstate	
	3rd	WHY DO YOU LOOK AT ME LIKE THAT?	SUMMER SILHOUETTE David Hustings 1st Bank—St. Paul SHELLS Susan Mannion Maryland Cup			SHADES Moses Sparks Bausch & Lomb	
		Louise Gaddis Allstate				AFRICAN SNAIL Thomas Henn Maryland Cup	
OPEN	1st	RIDE, ANYONE? Betty Valentine Owens-Corning	SAN LUIS R Ray Tenold Rockwell	REY RI	VER	BARTON FLATS Ray Tenold Rockwell	
	2nd	SPANISH LADDER Kenneth Beaudrie Martin Marietta	YESTERDA Michael O' Reilly Rockwell	Contract Con	RE.	BLUE HAWAII Betty Rosnow General Mills	

## Know us by the companies we keep



The National Employee Services and Recreation Association is known by the companies it keeps-year after year. Over 2,200

members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world. provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA. 20 N. Wacker Drive, Chicago. Illinois 60606, Phone: (312)-346-7575.

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## **IDEAS CLINIC**

## How can small companies meet the challenge of employee services?



Melvin C. Byers, CESRA NESRA Consultant

We are initiating an employee services and recreation department in a small company of 500 employees and would like to know what programs to offer. We do not want to take on more than we can afford or manage. What are your recommendations?

Despite your budget restrictions, you do have a distinct advantage in a small operation. Smaller companies provide closer relationships with their management; that is, if management puts forth an effort to foster the cooperative attitude necessary to make employee programs work.

The mere fact that your company is interested in developing an employee services and recreation program is evidence that they do want to establish this attitude. With their support, you can then begin establishing a budget and planning the events, programs and activities to be offered.

Establishing a budgeted cost factor per employee for the program must be based upon your company's outline of the desired objectives and goals. As a per capita cost relates to the objectives obtained through your programming, there can be no one recommended per capita cost figure. No two employee services budgets are alike; even individual budgets vary from year to year. The company's own financial situation certainly affects the amount of money allocated for employee services and recreation programming. A sound policy is to involve employees from the beginning by having them share some of the programming costs with management.

Some services and activities may, by the very nature of the objectives, cost more than others. Services, facilities, operations, and supplies must all be taken into account.

Some services, such as discount programs, involve very little cash outlay, while others will require additional company funding to achieve the set goals. Services and events that should be solely company-sponsored include service awards and banquets. The discount services given employees, on the other hand, may only involve promotional expenses. Facilities for recreational, social, cultural and educational programs can be either company-owned and maintained or rented through municipal parks or local YMCAs.

Following is a list of programming possibilities, which is by no means exclusive. Each activity, event or program, should be evaluated on the basis of employee interest (and hence, participation), cost (both to employee and company) and the ability to meet the set objectives. Past company experiences show that sports activities such as golf, bowling and softball, discount programs and recognition programs are both popular and easy to manage.

 Discount program/company store—discount offerings to employees on goods and services within the company (as in company logo items) and in local and national markets.

- Physical fitness programs—may include simple exercise classes, aerobic dance classes, workout facilities, health screening and fitness monitoring.
- Travel programs—providing travel opportunities to employees through pre-arranged trips, discounts on accommodations, attractions and transportation, or offering company-owned vacation facilities.
- Athletic or sports events, teams or leagues—if intramural sports are not possible, then look into the possibility of entering teams into already-established community leagues.
- Social activities—such as company picnics, parties, shows and dances.
- Child care centers and day camps.
- Recognition programs—honoring the service of employees in the company as well as within the employee services program.
- Employee enrichment programs—such as educational seminars, craft and hobby shows, civic affairs involvement and retiree programs.
- Employee communications—via newsletters, bulletin boards, direct mail pieces, meetings, displays, employee surveys, suggestion systems and individual or group counseling.
- Health services—annual physicals, blood pressure control programs, medical aid training courses, referrals and advice counseling.
- Transportation—car, van- or buspools, special parking rates, public transportation, discounts.
- Financial assistance—through credit unions, money management seminars or tax services.

## **IDEAS CLINIC**

Of course, the more services you provide, the more time will be required to administer the program. Delegating responsibilities to employee volunteers, student interns or even part-time help can enhance your employee services and recreation department's productivity at little to no cost.

Another cost consideration to keep in mind: as the employee services and benefits expand, additional costs are incurred in the operational expenses, labor and time. For an optimal program, I recommend that a full-time coordinator, supervisor or manager of employee services be hired. Smaller companies may find they can manage by integrating employee services into the established personnel program.

The selection of a staff person to administer an employee services program is of utmost importance. A poor selection could jeopardize the stability of the program. Employee services professionals need human relations training, management and communications skills in order to best represent the interests of both employees and management.

Use as many internal and external resources as possible. Internal resources such as employees volunteering for leadership positions, the computer department aiding you in an employee interest survey, and the communications department helping you develop promotional materials for your activities are a few that come to mind. There are many, many more.

External resources are equally unlimited to you. For facilities, contact your municipal recreation department, your school district, YMCAs or any private facilities. You can look at community groups to provide lecturers on topics ranging from first aid and safety to social issues and politics. Again, these are just a few resources of the many available.

The bottom line is this: every company can benefit from employee services. Whether the employee program consists of a discount program and softball team or sophisticated recreational-social-cultural-educational offerings, the foundation is laid for future growth made possible by a workforce and company in mutual cooperation.

**Special for Our Fellow NESRA Members** 

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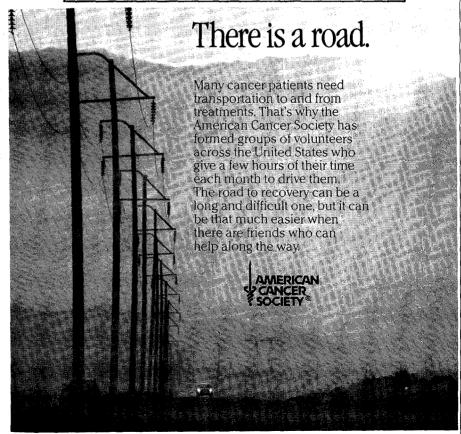


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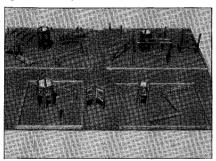
> or call direct: 1-405-848-1852



## **NEW PRODUCT AND SERVICES GUIDE**

## SouthWood Announces 20-station Fit-Trail exercise course

Total body conditioning is provided by the 20-station Fit-Trail exercise course, which consists of instruction signs and apparatus placed at intervals along a one to two-mile jogging trail. The system includes 32 different exercises and heartbeat monitoring guidelines for an effective and safe workout. Where space is limited, components can be clustered together into a  $50' \times 50'$  area. All signs are guaranteed unbreakable and pressure-treated apparatus members carry a 10-year warranty against decay and insect attack.



Used by NASA as part of the astronaut training program, Fit-Trail has seen increasing popularity in corporate fitness programs, resorts, parks, schools and military bases. Vandalism is reduced in public areas due to the increased use of the facilities by family groups. High usage and low maintenance appeal to all users. Manufactured by SouthWood Corporation of Charlotte, North Carolina, the Fit-Trail package includes all signs (assembled in frames), apparatus, hardware, planning manual and publicity kit.

## Health Instructional Systems Now Available

Begin your own health promotion program at the worksite. Instructional manuals, cassettes and employee handouts on a variety of topics including: stress management, total back, nutrition/weight control, modern human relations, approaches to fitness and heart health.

Write for a free brochure to: Corporate Offices, Health Consulting Associates, Inc., 1946 West 26th Street, Erie, PA 16508.

### New Line of Soccer Products from Omnisport

Omnisport, Inc., introduces a new line of soccer products especially designed for the American market. Under development for two years, the European-based design has been modified for America's level of play. Uniforms will be made in the U.S. from newly-engineered domestic fabric.

For additional information, write Soccer Products, Omnisport, Inc., 128 Singleton Street, Woonsocket, RI 02985, or call 1-800-322-6111.

#### New Exercise Weight Combines Versatility, Styling and Convenience

Grafar Corporation has recently introduced a personal exercise weight incorporating a new design concept which allows users to progress from 1½ pound to a 25 pound load with a single molded plastic shell, according to Walter Farris, operations director of the Detroit-based manufacturer.

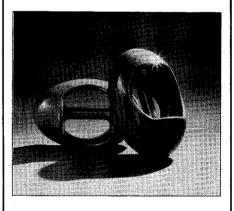
Space Weights® All Body Toner is a hollow high-impact plastic unit, which varies in weight depending on the material used to fill it. Its patented construction allows it to be filled with various amounts of water, sand, wet sand, or lead shot to challenge a variety of strengths. Unfilled, it weighs 1½ pounds, a good beginning weight for some exercise therapies and a convenient and economical weight for travel. Filled with water, the unit weighs 5 pounds; with sand, 7½ pounds; with

lead shot, up to 25 pounds.

"The growing awareness of physical fitness for health, strength and beauty has created a tremendous demand for a variety of exercise programs and tools," said Farris. "Weight training is no longer limited solely to professional sports and the athletic field; both men and women alike think it is an excellent way to tone, condition and build strength and endurance. The Space Weight design is particularly versatile and attractive when compared with conventional dumbbells."

An individual Space Weight can be held by the hand or foot for numerous resistance exercises; a pair allows users to perform all the 24 exercises illustrated in the supplied brochure including bench press, lateral raises, standing calf, back and tricep exercise programs for maximum effectiveness. Space Weights are designed to make that decision as enjoyable and rewarding as possible."

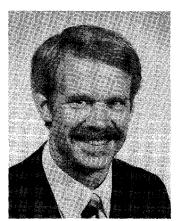
Space Weights are available in blue, red and yellow high-gloss finish colors.





## PRESIDENT'S OUTLOOK

## The Myths of Employee Services



Stephen W. Edgerton, CESRA Xerox Corporation 1982–83 NESRA President

True or false:

- 1. Success in employee services and recreation is contingent upon the size of the administration and programming budget.
- 2. Effective employee programs are those coordinated by full-time, salaried professionals.
- 3. The larger the workforce, the more justifiable an investment in employ-

The answer to every one of these statements is **false**. These myths simply do not hold up in the ever-expanding field of employee services and recreation.

Employee services and recreation programs, activities and events can and should be offered by every company, organization or agency that has a concern for its employees. The non-negotiated benefits offered to employees are not contingent upon the size of the

company or organization. Smaller companies can offer discount ticket programs, special interest clubs, travel programs, physical fitness and aerobic dance classes, and company-wide special events just as easily as large companies. All it takes is employee interest and management support.

Though it may not be possible for smaller organizations to think in terms of company-owned facilities, intramural sports leagues, extensive travel programs or even a full-time staff, there are many ways for an imaginative manager or administrator to reap the benefits of these services for their employees.

In many cases, facilities are available to local companies free-of-charge or on a rental basis by YMCAs, school systems or commercial facilities. Through these already established programs, employees can enjoy a thorough workout, get in a game of tennis or racquetball after work, or simply work off some stress in an Olympic-size pool—all at a savings. Also, leagues in virtually every sport are being administered by YMCAs, town and county park districts and school systems. With some negotiation, company teams can enter their league structure.

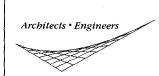
Another source of help for the budgetconscious are non-profit organizations and government agencies. Their speaker's bureaus can lend experts to your companies for educational programs addressing such topics as stress management, self-defense, financial planning and nutrition, to name a few. And who is going to coordinate the programs in a smaller company? Actually, the administration of employee services can be handled in a number of ways. In many small organizations, these tasks (on an individual activity basis) are handled by volunteers within the employee ranks. They can be recruited through the company newsletter or even by word-of-mouth. Not only do these volunteers receive leadership training, but they can also establish better relations on-the-job by working with their co-workers on projects beyond the assembly line or office.

In addition, organizations can go beyond budget restrictions to find the necessary help for their programs by gaining the assistance of capable college students seeking to learn more about business and recreation. Many colleges and universities will provide their students with college credit for such work. An internship program can yield the kind of help small companies cannot always afford.

A small company, with a workforce ranging from only handful to several hundred, does have two very distinct advantages by offering an employee services and recreation program for their employees. Because of the smaller size, activities become much more personalized and can enjoy a greater degree of employee involvement.

And that, of course, is what the whole concept of employee services is all about: involving your employees in their company at a workplace that is humanized.

## professional services directory



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## **NESRA CALENDAR**

Associated Industrial Recreation Council/ Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson, CESRL (213) 354-5367 or Jim Mowery (213) 843-2858.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Sue Potter—(614) 227-6417.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

**Dallas-Ft. Worth Metroplex Recreation** Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Pat Yandell—(214) 234-7679.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact George Mullen—(513) 227-5938.

**Denver Metro Industrial Recreation Council/** Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets on the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Rrecreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5000.

League of Federal Recreation Associations/ Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 496-6061. Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the third Thursday of the month. Contact Laura Davis—(713) 754-5825.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-3938.

Minnesota Employee Recreation and Services Council/ St. Paul, Minnesota, meets on the third Thursday of the month. Contact Ralph Ferrara—(612) 540-7370.

New York Industrial Recreation Directors Association/New York, New York. Contact Anne Cox—(212) 398-2460.

Oakland Industrial Recreation Association/ Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/ Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Antonio Corporate Recreation Association/ San Antonio, Texas, meets on the second Wednesday of the month. Contact Hector Luna— (512) 690-2311.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Chapter/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosho—(206) 621-6869.

**Toledo Industrial Recreation and Employees Services Council**/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

#### Conference & Exhibits

Region I Conference and Exhibit will be held October 20–22, 1983 at the Marriott Thruway Hotel, Rochester, New York. For more information, contact Scott Baker at 716/422-4101.

Region IV Conference and Golf Tournament will be held September 29–30 at the Jekyll Island Hilton Inn, Jekyll Island, Georgia. For more information, contact Don Strosnider at 803/725-2073.

Region VI Conference and Exhibit will be held October 13–15 at the Sheraton Park Central Hotel, Dallas, Texas. For more information, contact Pat Yandell at 214/234-7679.

Region VII Conference and Exhibit will be held September 9–11, 1983 at the Sheraton Harbor Island, San Diego, California. For more information, contact Don Jones at 619/222-0411 ext. 792.

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# BUILDING FOR EXCELLENCE



A Review of NESRA's 42nd Annual Conference and Exhibit

## **NESRA**

## Services and Activities

#### **Purpose**

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

## Services and Activities

**EMPLOYEE SERVICES MAN- AGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to EM-PLOYEE SERVICES MANAGE-MENT, Keynotes, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Contests**—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Free Clerical Services**—Provided by NESRA for intra-membership communication.

**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—

NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

## Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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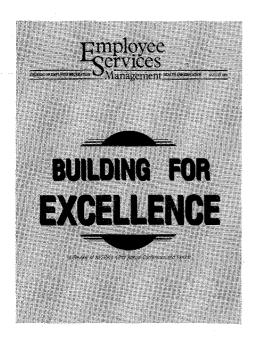


The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, nonnegotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Employee Services Management* is only one of many services included in NESRA membership. Others include newsletter, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 2400 S. Downing, Westchester, Illinois, 60153. Phone: (312) 562-8130.



## In this issue . . .

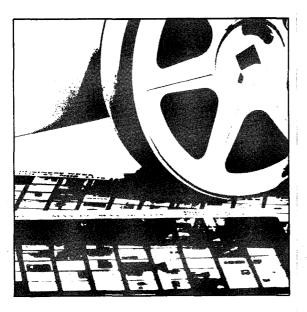
What is past is prologue. "Building for Excellence," the theme of the 42nd Annual Conference and Exhibit held in May and the title of this issue's cover story, continues to reflect the philosophy of employee services and recreation professionals in August. The increased emphasis on professionalism within the field of employee services encouraged 300 delegates and students, as well as nearly 100 exhibitors, to attend the NESRA Conference that offered everything from an intense continuing education workshop to a festive western hoe-down—all for those seeking to meet their peers and get the latest information from the experts.

"Excellent" aptly describes the employee services and recreation programs of two NESRA member companies: Motorola, Inc. and Northern Telecom. For his 42 years of involvement and support of Motorola's progressive recreation program, NESRA named Robert W. Galvin, the company's Chairman of the Board and Chief Executive Officer, the 1983 Employer of the Year. The article, "Employee Services: A 'Vital Part of Society'," is an excerpt from Galvin's acceptance speech delivered at the 42nd annual conference.

NESRA also bestowed two Certificate of Excellence awards on Northern Telecom of Richardson, Texas. "The Lunch-hour Investment" explains one award-winning program, which Northern Telecom calls "Sack Lunch Seminars."

Finally, this issue explores excellence in health through physical fitness. Fitness training programs can serve to increase the physical capabilities of individuals who otherwise would be subject to risk of injury while performing physically demanding job activities, contend Joyce C. Hogan, Ph.D. and Mary Eagan, authors of "Fitness and Workplace Injuries." And, improved circulation and the relief of gravitational stress are why people are "Flipping over Fitness" with inversion equipment.

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# Employee Services JOURNAL OF EMPLOYEE RECREATION Management HEALTH AND EDUCATION

August 1983 • Volume 26 • No. 6

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- "I OWE MY SOUL TO THE COMPANY STORE"—Randy Schools, CESRA, General Manager, Recreation and Welfare Association, National Institutes of Health, provides assistance in developing goals, objectives and procedures while appealing to today's consumer through a company store.
- "PROBLEM SOLVING STRATEGIES FOR EMPLOYEE SER-VICES AND RECREATION PERSONNEL"—Linda Hartsock, Ph.D., President, Hartsock Associates, discusses how situations become problems, input overload, decision-making models and strategies for coping with on-the-job problems.
- "VOLUNTEERS—THE SUCCESS OF OUR PROGRAMS"—
   A panel discussion that explores how every successful employee
   services and recreation program relies on the use of volunteers.
   This session addresses ways to motivate, work with and reward
   the volunteer.
- "CHAPTER DEVELOPMENT: WHAT'S IN IT FOR YOU?"
   Michael T. Brown, CESRA, Director of Marketing, NESRA, explains how to start a NESRA Chapter. Information is presented regarding bylaws, dues, organizational structure and benefits of chapter affiliation.
- "PERSONAL AND CORPORATE WELLNESS"—Donald B. Levitt, Ph.D., Stress Management and Performance Enhancement consultant, aims to increase awareness on the concept of total wellness—including psychological, vocational, avocational, social, educational and spiritual health.
- "PRE-RETIREMENT PROGRAMMING—CREATING YOUR FUTURE NOW"—Stanley and Verna Hayes, Life Design Associates, present a profile on pre-retirement education, training, and counseling. Topics include: background information for retirement programs, types of programs, typical costs incurred and achieving an effective program.
- "EMPLOYEE FITNESS PROGRAMS—WHERE DO I BE-GIN?"—John Bickley, Director of Fitness and Physical Education, YMCA of Columbus, supplies answers to the often-asked questions: "How much will it cost?", "Where do I start?" and "How do I justify a program?"
- "PLANNING FOR A CAREER IN EMPLOYEE SERVICES AND RECREATION" (student session)—John Rath, Manager of Employee Fitness Programs, Frito Lay, Inc., explains how a student can gain practical experience through internship programs provided by businesses and industries and explores the facts about the field of employee services and recreation.

- "HUMAN RESOURCES MANAGEMENT AND EMPLOYEE SERVICES—MEETING THE NEEDS OF TODAY'S WORK-FORCE"—Ray Walsh, Consultant, Human Resources Concepts, Inc., highlights the ever-increasing importance of the role of employee services and recreation in managing today's—and tomorrow's—employees.
- "AN EMPLOYEE PROGRAM THAT MAKES A DIFFER-ENCE"—Elaine Clark, Employee Assistance Counselor, Riverside Methodist Hospital, discusses how Employee Assistance Programs are becoming more common as employers realize the part they can play in helping employees deal with personal problems.
- "CURRENT ISSUES IN HEALTH: WELLNESS PROGRAMS
   IN INDUSTRY—ARE THESE PROGRAMS REALLY GOING
   TO MAKE IT?"—Beverly Ware, Ph.D., Health Education Programs Coordinator, Ford Motor Company, addresses issues in
   the implementation and management of health and wellness programs within an organization. Among the issues examined are
   program definitions and operations, the relationship of these programs to existing company activities and benefits—for employees
   as well as management.
- "SPORTS PROGRAMMING"—Jim Battersby, Executive Director, Lockheed Employee Recreation Club, provides a look at facility resources, scheduling techniques, risk prevention and first aid administration in the corporate sports program.
- "COMPANY-SPONSORED DAY CARE: EASING THE MINDS
  OF EMPLOYED PARENTS"—Marilyn Soloman, Vice President
  of Marketing and Research Development, ECLC Learning Centers, Inc., explains how company-sponsored day care solves the
  problem of finding proper care for children of working parents.
- "THE ART OF NEGOTIATION"—Dom Bucca, CPM, CESRL, Corporate Director of Purchases, Jamesbury Corporation, discusses how administrators can gain the upper hand in negotiating business transactions through the use of strategic negotiation.
- "PUTTING HIGH-TECH INTO YOUR RECREATION PRO-GRAMMING"—Becky Serey, Manager, Micro-Computer Services Group, Ohio State University, gives an in-depth look at how computers can enhance the administration of a recreation program with employee surveys, tournament scheduling, item sales and financial planning.

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## **NEWS IN BRIEF**

## Meeting the Needs of Today's Workforce

"The managers present here are committed and believe in what they're doing", said Ray Walsh, President of Human Resources Concepts, Inc. "They anticipate needs and follow through with action."

To whom was Walsh paying the compliment? The employee services and recreation professionals and NESRA members who attended the 42nd Annual NESRA Conference and Exhibit in Columbus, Ohio.

Walsh, in his informative speech at a conference general session, defined for attendees what he believes management's role should be in meeting the needs of today's workforce. "Managers must be aggressive and yet act as if they are vulnerable," Walsh said. "They should take on a participatory role, not a responsive one."

Walsh explained, "Employee service managers are successful when they keep pace with the needs of their organization or company. To forecast needs, a manager should look beyond his or her own department and view the organization as a whole."

Walsh also emphasized "asset management," describing it as, "a climate where the employee is treated as an asset and therefore can develop and grow without having to be pushed."

Concerning cost effectiveness and benefits, Walsh noted that medical services, education, and fitness programs are the most effective and successfully implemented benefits. "These benefits and services have a useful impact on the employee," Walsh said, "because it is the employee who quantifies and gives them value."

Most importantly, Walsh looked to employee services today as having a greater responsibility than ever before.

"It is important now to re-define services and benefits so a broad mixture of programs can be attained that satisfy not just a few employees, but all the employees' interests," Walsh concluded.

Human Resources Concepts, Inc. is a consulting firm that provides assistance in organizing and reorganizing departments,

planning or re-assessing budgets and spending patterns, and hiring new employees for companies, organizations and associations. The firm, headquarterd in Carol Stream, Illinois also offers management and training programs and safety hazard analyses for companies.

Inquiries about Human Resource Concepts can be sent to 607 Nekoma Drive, Carol Stream, IL 60187 or (312) 690-7349.

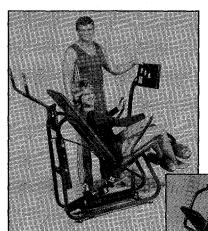
## **Employee Services: Not All Fun and Games**

Employee services and recreation is not all fun and games. Realizing the field is not immune from problems, employee services professionals sought practical advice from Linda Hartsock,

(continued on following page)

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## **NEWS IN BRIEF**

(continued from previous page)

President of Hartsock Associates, a management and educational consulting firm, and speaker at the NESRA 42nd Annual Conference and Exhibit held recently in Columbus, Ohio.

Hartsock, an internationally recognized figure in the fields of management, education and training, presented "Problem Solving Strategies for Employee Services and Recreation Personnel" at the NESRA conference in May.

How do employee services professionals find themselves in situations that become problems? "Something may happen that threatens the existing structure, such as a budget cut," answered Hartsock, "or relationships between people or things may change.

"Organizational problems can also occur when a conflict exists and is not recognized or dealt with," she added, "or when small problems go unchecked and snowball into larger crises."

When an outsider sees a problem where one may not exist, when a situation escalates to a point of being bigger than life, and when an insider uses a problem to play power politics, organizational problems are again quite likely to occur.

To tackle problems, Hartsock recommends a variety of decision-making models and strategies.

"No one strategy works for every problem," said Hartsock. "All good decision-making models must take into account the situation, the individual's personality and the ultimate goal."

Decision-making models available to managers include: an historical model ("we've always done it that way"), a bureaucratic model ("topdown" decision making), laissez faire ("decision by default") or democratic, ("where majority rules").

An alternative to these models is the problem-solving method of decision-making. Here, the individual first identifies the issue, then gathers information, develops alternatives, chooses and finally evaluates the alternatives.

Another alternative is scenario-writing. Using this model, the individual projects an outcome, "writes" a sce-

nario of where he or she wants to be and then makes a decision that will facilitate the achievement of that goal.

Force field analysis is yet another model and is similar to scenario-writing. The individual must determine a goal, write it down and make two lists, one detailing the positive forces that can make the goal happen and another listing the restraining forces that can hinder goal accomplishment. Restraining forces must be removed and positive forces prioritized and acted upon in order to achieve the desired goal.

Needs assessment and careful planning can also aid in problem solving. Hartsock herself supports a strategy that incorporates a variety of decision-making methods. "Where all the variables permit—situation, personality and goal—the employee services manager can be confident in decisions made by defining the goal, brainstorming for alternative solutions, refining his or her ideas, prioritizing various means to the end, implementing a decision-making model and finally evaluating it," concluded Hartsock.

## Physical Fitness Stamp Issued

A 20-cent commemorative stamp recognizing the high levels of interest and participation by Americans in physical fitness activities was issued in May by the U.S. Postal Services. May was designated National Physical Fitness Month by President Reagan.

The unprecedented increase in the enthusiasm of Americans for attaining and maintaining good physical health has been recognized by authorities as one of the most significant social movements in recent history.



#### Long Term Aspects of Fitness Focus of 1983 AAFDBI Conference

"Long Term Aspects of Fitness" is the theme of the Ninth Annual American Association of Fitness Directors in Business and Industry Conference scheduled for September 28-October 1 at the Hyatt Regency Crystal City in Arlington, Virginia.

Among the speakers on the conference program, reports AAFDBI Action, are Herb Appenzeller, Ph.D., Editor of Sports and the Courts, who will discuss "Legal Liabilities in Exercise Programming"; Sam Fox, M.D., Chief of Cardiology, Georgetown University Medical School, who will present "Fitness Physiology: Update"; Lawrence Green, Ph.D., of the University of Texas Health Science Center, who will speak on "Worksite Health and Fitness Programs"; and Martha Hollis, Ph.D., of the University of San Francisco College of Business, who will present "Computer Technology for Fitness Directors."

Also speaking at the AAFDBI Conference are William Kizer, President of Central States Health & Life of Omaha, who will address "The Insurance Industry's Stake in Corporate Wellness"; Susan Koch, Vice President of the American Federation of Women Body Builders, who will speak on "Women and Strength Training"; and Alice McGill, Ph.D., Deputy Special Assistant, United States Navy, who will present "The Navy's Health and Physical Readiness Program."

Program participants also include Clarence Pearson, President of the National Center for Health Education, who will speak on "Health Promotion in the Business Community"; Mona Shangold, M.D., Professor of Gynecology, Cornell University Medical Center, who will present "Sports Medicine for the Exercising Woman"; Robert Singer,

## **NEWS IN BRIEF**

Ph.D., of the Movement Science Department, Florida State University, who will speak on "Motivation for Fitness Achievement"; and Mel Williams, Ph.D., of the Human Performance Lab, Old Dominion University, who will present, "Fitness and Nutrition: Update."

Registration for the Conference will begin at 9:00 a.m. on Wednesday, September 28 followed by the first general session that afternoon. The Conference will adjourn at mid-day on Saturday, October 1.

In addition to general sessions and workshops, the Conference will again include a large exhibition area and participation sessions.

For more information about the Conference, contact the 1983 AAFDBI Conference Headquarters, 196 Woodridge Dr., South, Stamford, Conn. 06902. Telephone (203) 359-2188.

#### Allstate Life Tests Health of Chicago-Area Business

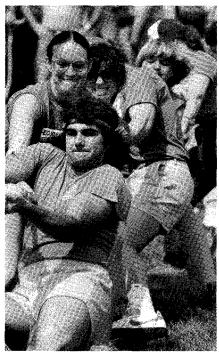
Is Chicago-area business healthy? By all means, if judged by the gold-medal winning performances of 34 Chicago-area corporations that competed in Allstate Life Insurance Company's second annual "Healthy American Games" held in June.

The 16-event, Olympic-style games, held at Glenbrook North High School in Northbrook, Illinois in cooperation with NESRA, The President's Council on Physical Fitness and Sports and the U.S. Olympic Committee, raised more than \$45,000 for the 1984 U.S. Olympic team.

Seven thousand spectators witnessed ABC, NBC, and CBS sweat it out for the gold in grudging tug-of-war matches. They saw companies such as Allstate, Baxter Travenol, Bell and Howell and Motorola in heated competition in the team decathlon, softball and other events.

Leah (Poulos) Mueller and Peter Mueller, former U.S. Olympic team speed skating champions, served as honorary guests at the opening ceremonies of the Healthy American Games and participated in the awarding of medals.

The annual Games are organized Olympic-style, with an opening ceremony that includes a parade of company teams and banners, the lighting of an Olympic torch, and ceremonies at which gold, silver and bronze medals are awarded to winning teams. The competition's events range from tugo-war, ping-pong and three-wheel-bicycle races to more traditional contests in swimming, tennis and basketball.



The corporate tug-o-war

"We at Allstate Life feel it's our obligation as a corporate citizen to support our Olympic team," said Ray Keifer, president of Allstate Life, "particularly in this time of severe government cutbacks. We also want to remind the American public of the importance of working at and maintaining good physical condition."

## **Exercise and Aging**

Older people who exercise regularly can feel as good as those half their age, say researchers at the Johns Hopkins University School of Medicine. According to a report in the June issue of Science Digest, doctors found that aging doesn't affect the heart's blood-pumping ability so long as the person maintains a fairly active life, contrary to earlier studies indicating that heart performance declines with age.

## Fitness Foundation Formed, Academy Planned

Two developments that promise to give the fitness movement a giant boost: formation of a National Fitness Foundation and plans to create a National Fitness Academy, were announced earlier this year by the President's Council on Physical Fitness and Sports.

The foundation is a privately-funded, nonprofit organization, and its first major project will be establishment of the academy.

Foundation officers already are engaged in negotiations to obtain a site for the National Fitness Academy. The academy will be modeled after some of the better European Schools of Physical Education and Sport and will conduct programs in four main categories: information and education; instruction, with an emphasis on the training of volunteer coaches and fitness leaders; program and facilities design; and research.

Plans also call for academy facilities to be made available to the U.S. Olympic Committee and the national sports federations for training purposes, and the Department of Defense will be invited to establish an Armed Forces Fitness and Sports Academy on the premises

Among the areas in which the foundation and the academy hope to exert leadership are: the design of fitness facilities that can be incorporated in highrise buildings and residential developments; rejuvenation of school physical education programs, with more emphasis placed on the development of fitness; and the development of fitness programs for business, senior citizens' centers, recreation departments, and others.

## **NESRA NEWS**

#### **Take Off With NESRA**

"Take Off With NESRA... on the wings of membership" is the slogan of NESRA's new membership contest, which runs from September 1 through December 31, 1983. The top four prizes, including a trip for two to Austria, will be awarded to the individuals securing the most new NESRA general and/or organization chapter memberships.

"Our goal," said Ralph Ferrara, NESRA Vice President of Membership Development, "is to recruit 400 new members. And I know we can do it."

Assisting Ferrara in the coordination of the contest are NESRA Regional Directors Betty Atchison, R. R. Donnelley & Sons, and Chuck Bouchard, Raytheon Company.

On the wings of NESRA membership, contest entrants can soar to sites never before imagined: from tropical paradises to historic Europe. Or, perhaps after the contest "flight" entrants' "baggage" may be filled with diamonds or silver.

The grand prize winner in NESRA's first official membership contest, along with a guest, will soar to Austria, the festive Europe. On the wings of membership, and in the cabin of Alia, the Royal Jordanian Airline, the two will enjoy round-trip airtransportation (subject to availability) between New York and the city of waltzes, Vienna. First class accommodations for seven nights in Vienna and Salzburg, as well as a half-day sightseeing tour to the cities that inspired so many sounds of music make Europe only a new member away, courtesy of the Austria National Tourist Office.

A complete vacation for two to a destination of the winner's choice goes to the first place winner of the contest, compliments of Eastern Airlines and Stouffer Hotels. Imagine seven days and six nights at Stouffer's beautiful PineIsle Resort in Lake Lanier, Georgia or a private suite, complete with hot tub, at The Cottonwoods, a new resort in Scottsdale, Arizona or a stay in the capitol city, Washington, D.C. or any one of 21 other Stouffer cities.\*

Second prize in the contest is two round-trip airline tickets to sunny Ber-

muda. The winner and a guest will steal away to see that Bermuda is another world, compliments of the New Yorkbased Bermuda Travel Planners, Ltd.

For eight days and seven nights, the third place winner and a guest will discover why the Cerromar Beach Hotel is a splash of the good life. Included in this package, courtesy of Regent International Hotels, are complimentary green fees and daytime tennis. Accommodations must be taken from April 1 through October 1, 1984.

The following prizes will be awarded through a random draw of all entries on January 27, 1984, conducted by the NESRA membership committee whose decisions are final. (Each new membership qualifies the entrant for another chance at the prize drawings.)

- Six tropical nights in Hawaii . . . three nights accommodations at the Westin Ilikai, Honolulu and three nights at the Westin Wailea Beach on the island of Maui for two persons.\*\*
- A one week land package for two, include complimentary wine upon arrival, free golf passes and drink tickets, at the Beaver Run Resort in the mountains of Breckenridge, Colorado.
- Accommodations for five days/ four nights at any Hilton Inn in the Orlando/Kissimmee area, for two. Tickets to Sea World, Circus World and Wet & Wild are also included.
- A five day/four night stay for two at Disneyland Park in California or Walt Disney World Vacation Kingdom, in Florida, park admission included.
- A week of fun for two at the Beach Club Hotel in Ft. Lauderdale, Florida. Seven night accommodations, seven dinners and breakfasts, Sunday brunch, a seafood buffet, porpoise aquarium show, three-hour boat trip, sightseeing tour and Florida gift—all to welcome the winner to the Beach Club.
- A three day, two night stay for two persons at Harrah\*s Marina Hotel Casino in Atlantic City. The Bonanza Break-Away Plan includes a deluxe room for two nights, a choice of two breakfasts

- or buffet luncheons, a free gift, valet parking and all applicable taxes and meal gratuities.\*\*\*
- A pair of yellow gold, diamond stud earrings from Hallmark Jewlery.
- A 19-inch color remote Toshiba television from Employee Products.
- An Atari video system, courtesy of NAMCO.
- A bowling ball and shoes from Brunswick Recreation Centers.
- A stainless silver service for eight, courtesy of Oneida Silversmiths.
- Telephones from Northern Telecom.

"The members who have donated prizes will benefit from the 400 new contacts," noted Ferrara. "They feel confident in our association's ability to grow and they want to grow with it. NESRA certainly appreciates their whole-hearted support."

The NESRA new membership contest is open to all current NESRA members, excluding employees of NESRA headquarters and its affiliates or advertising agencies. NESRA associate members are not eligible to win the top four prizes. All entries must be postmarked between September 1, 1983 and December 31, 1983. (See page 18 for an official entry form.)

"This contest is not only designed to gain new members," concluded Ferrara, "but also to give current members a chance to have a good time and win some nice prizes, and to give local chapters an opportunity to add their own flair by offering their own incentives. All around, this contest is a winning proposition building enthusiasm for NESRA."

- \*Hotel reservations are based on availability, one room, and must be used by November 15, 1984. All meals, gratuities and taxes are the responsibility of the individual. Eastern Airlines reserves the right to restrict travel during peak travel dates. Boarding must be from the nearest Eastern City, no stopovers allowed. Tickets must be used by November 15, 1984.
- \*\*At The Westin Wailea Beach the complimentary room offer must be used between April 1 and December 20, 1984; at The Westin Ilikai, from April 1 through December 1984. Reservations are subject to availability at time of booking. The offer is applicable to room only and does not include air transportation to/from Hawaii or between the islands of Oahu and Maui.

## **NESRA NEWS**

\*\*\*Valid until December 15, 1983 on a space availability basis, excluding weekends and holidays.

## 1983 NESRA Regional Conferences Set

Autumn means back-to-school, falling leaves and NESRA Regional Conferences. Yes, the fall season plays host to the local, annual, educational events sponsored by the various regions of NESRA.

On September 8–11, attendees of the NESRA Region VII 32nd Annual Conference and Exhibit will learn that "Services and Direction Create Activities." Held at the Sheraton Harbor Island in San Diego, California, the conference will feature keynote speaker Lee Shapiro, attorney-at-law and former municipal judge on "The Pursuit of Excellence," as well as Julian Whittaker, M.D. on corporate surveys, NESRA president-elect Phyllis Smith on Roberts Rules of Order and Jim Battersby, executive director of the Lockheed Employees Recreation Association on future trends.

Other topics to be addressed at the Region VII Conference include: employee assistance, company stores and corporate fitness programs. Nearly 300 delegates and 100 exhibitors are expected to attend the conference in San Diego.

Later that month, on September 29 and 30, NESRA Region IV will sponsor its first regional conference at the Jekyll Island Hilton Inn in Jekyll Island, Georgia. Fritz Merrill, a past NESRA president, will introduce attendees to NESRA in the opening session. After the final educational session on September 30, conference delegates can step on the greens for a few practice rounds of golf before the Region IV golf tournament commences on October 1.

In Rochester, New York on October 20–22, NESRA Region I will look at "Employee Services: Your Strategic Benefit Enhancing the Company's Number One Asset."

Nort Rosmer, general manager of the General Services Division of the Xerox Corporation will deliver the Region I keynote address on the importance of employee services and management support. Complementing the educational sessions is an Octoberfest celebration.

"Employee Services: The Hidden Paycheck" is the theme of the Region VI Conference and Exhibit hosted by the Metroplex Recreation Council. On October 13, 14 and 15 at the Sheraton Park Central Hotel in Dallas, Texas,

delegates will broaden their knowledge on a variety of issues including wellness, employee surveys, promotions, planning, fundraising, time management, maximizing personal potential, and recruiting, retaining and motivating, volunteers.

Along with the education sessions, Region VI will offer attendees a swap

(continued on following page)



## **NESRA NEWS**

(continued from previous page)

shop of information, exhibits, facility tours, entertainment and an evening at the Circle R Ranch.

Also that weekend, on October 14 and 15, Region V will host their first regional conference at the Minneapolis Hilton Inn. The conference will take a careful look at the benefits of employee services and programs.

For more information on the 1983 NESRA regional conferences, contact the regional conference chairmen listed in the NESRA Calendar on Cover III.

### Tucson and Riverside Host New NESRA Chapters

Tucson, Arizona and Riverside, California are the newest chapter cities on the NESRA map.

Thirty companies, representing 30,000 employees or 10% of Tucson's total population, comprise the list of members of the Industrial Recreation

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2400 S. Downing
Westchester, Illinois 60153

Council of Southern Arizona, a newly recognize chapter of NESRA.

Officers of the Tucson chapter include: president Judy Zagst, National Semiconductor Corporation; executive secretary Chuck Davis, Tucson Parks and Recreation; treasurer Ron Aros, Tucson Water Department; secretary Dorothy Perry, Tucson Clinic; and membership chairman Adella Moore, Mountain Bell.

The Tucson chapter, which meets on the first Tuesday of the month, will host a vendors' fair in late fall.

Farther west, in Riverside and San Bernadino, California, another NESRA chapter has been established. Under the direction of Russ Drew, president of Employee Services and Recreation Inland Empire (ESRIE), 52 corporate and associate members have joined the new NESRA chapter.

Assisting Drew in the administration of ESRIE are: vice president George Andrews, La-Z-Boy West; secretary Tracy Kennedy, Redlands Community Hospital; and Treasurer Cici Chapman, Norton Air Force Base. The ESRIE board of directors includes: Lou Belmontes, General Electric-Aviation Services; Larry Jimipapa, CALPRO; Steve McClure, Lion Country Safari; Lee McMorris, March Air Force Base; and George Wright, Western Host Hotels-Palm Springs.

ESRIE meets on the second Wednesday of the month.

## NESRA Members Treated to SunSational Scottsdale

To encourage summer, holiday and weekend travel from the Los Angeles area to Scottsdale, Arizona, the Scottsdale Chamber of Commerce (a NESRA Associate member) in conjunction with Republic Airlines, recently hosted three SunSational Scottsdale Showcases for local members of NESRA.

Held in Marina del Rey, Burbank and Newport Beach, the presentations were specifically designed to acquaint NESRA members with Scottsdale's activities and amenities as well as its economical summer and off-season rates. As representatives of both large and small corporations, NESRA members seek out discount recreational programs for their company employees to enjoy in their leisure time. Among the 50 businesses represented at the presentations were Hughes Aircraft, Jet Propulsion Laboratory and Xerox Corporation.

Each two-hour showcase featured a mini-trade fair where attendees had the opportunity to talk with representatives of 15 Scottsdale area hotels, sights, attractions and car rental companies. Through a special audio/visual presentation, the attendees were introduced to all that Scottsdale has to offer in terms of recreation, sightseeing, attractions, shopping, restaurants, accommodations and proximity to other points of interest in Arizona.

In addition, there was a grand prize drawing at each presentation for a free one-week vacation for two in Scottsdale, which included round-trip airfare on Republic Airlines, hotel accommodations, local sightseeing and attractions, an air tour of the Grand Canyon and car rental.

## NAMES IN THE NEWS

#### **Career moves**

David H. Rigglesford, CESRA, recently left his twelve-year position as recreation specialist for the Kodak Office Recreation Club of the Eastman Kodak Company in Rochester, New York for a position as executive secretary for the Kodak Camera Club.

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# NIRREF BRIEFS

### Byers Scholarship Encourages Study of Employee Services and Recreation

To encourage ongoing study of employee services and recreation, the National Industrial Recreation Research and Education Foundation (NIRREF) will award a \$500 Melvin C. Byers Scholarship to an outstanding college student preparing for a career in the field of industrial recreation.

The awardee, selected by the NIR-REF scholarship committee, must be a junior, senior or graduate student with an excellent academic record enrolled in a college or university that offers a major in employee services or industrial recreation, as well as a student member of the National Employee Services and Recreation Association (NESRA). In addition, the educational institution must be an academic member of NESRA.

All applicants must complete a scholarship application form, sent upon request by NESRA, and return it, along with a copy of his or her college transcript and a letter of recommendation from the faculty member responsible for the guidance of the student's curriculum. Applicants should demonstrate a genuine interest in recreation and include with their application a summary of any full or part-time employment engaged in to secure experience in the field.

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Send this form with your donation to NIRREF, 20 N. Wacker Drive, Suite 2020, Chicago, IL 60606.

Applications for the Melvin C. Byers Scholarship Award should be sent to the National Industrial Recreation Research and Education Foundation % National Employee Services and Recreation Association, 2400 S. Downing, Westchester, IL 60153. The deadline for submission is March 1, 1984. The committee's selection is final. The

award, good for one year, will be made to the college or university in the name of the awardee.

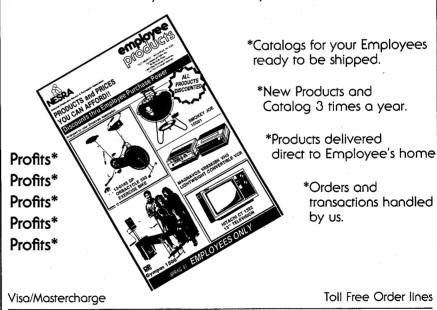
The Byers Scholarship was named for Melvin C. Byers, CESRA, for his involvement in and dedication to the field of employee services and recreation and its representative organization, NESRA.

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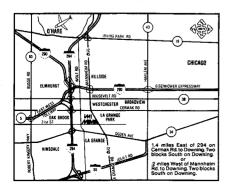
# NESRA Moves

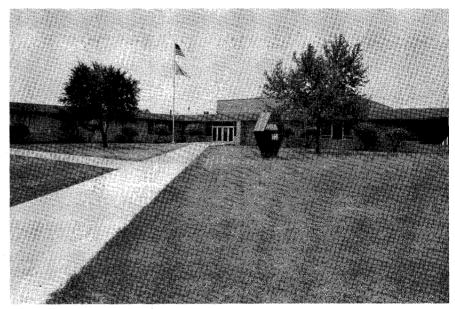
NESRA Headquarters has gone back to school.

On August 1, the National Employee Services and Recreational Association left the high-rent Chicago business district and planted its headquarters west of the Loop at the MIMA Conference Center at 2400 S. Downing in Westchester, Illinois in a recently renovated elementary school.

MIMA, The Management Association, is a full-service human resources, not-for-profit organization, dealing principally in the fields of Wage, Salary and Executive Compensation. In addition to providing management with up-to-the-minute data from such resources as employee opinion surveys and compensation surveys, MIMA, through its division, the Industrial Management Institute, has trained more than 100,000 supervisors in 20 years through its 60 management courses.

MIMA has spent more than \$600,000 transforming the 55,000 square foot neighborhood school, located in 8.5 acres in Westchester (a suburb of Chicago) into a versatile business and conference center.

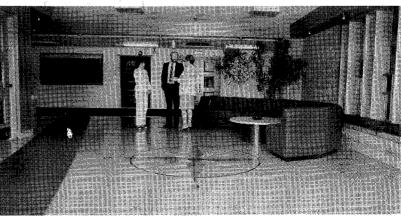




2400 South Downing-NESRA's new home.

"The new facility has a lot to offer NESRA," said NESRA Executive Director Patrick Stinson. "It's easy to get to from any direction—the airport or the city. It has excellent meeting and parking facilities. Other advantages in

the move are that NESRA will be able to improve its efficiency by tying into MIMA's computer, printing and mail services, using MIMA's resource center and gymnasium and, of course, saving money in rental expenses.



Betty Atchison, R. R. Donnelley & Sons (left), Michael Brown, NESRA Headquarters, and Phyllis Smith, Hughes Aircraft Company, meet in the building's lobby.

# Fitness and Workplace Injuries

# Can personal fitness affect safe job performance?

by Joyce C. Hogan, Ph.D. and Mary Eagan

Employee fitness and health issues in the workplace are longstanding corporate concerns that have taken on new dimensions over the last ten years. Consider corporate-sponsored activities such as smoking cessation, weight reduction, and stress management as well as physical fitness and exercise programs. Organized efforts of this sort represent a concerted response by industry to increasing health benefit costs, absenteeism, and decreased productivity. The precursors of these costs are workplace injuries and lifestyle habits that increase health risks. In both cases fitness and exercise are central to increased working capacity and physical health.

Workplace injuries and absenteeism are known to be associated with the physical work capacity of the individual. In spite of the significant amount of automation and mechanization that has taken place in American industry, many occupations involving maintenance and material handling work still require considerable physical activity on the part of employees.

The leading cause of work injuries in the United States is the handling of objects, according to the National Safety Council. The relationship between manual materials handling activities and musculo-skeletal injuries, including lower back disorders, has been demonstrated by epidemiologic studies over the last fifteen years.

Dr. D. B. Chaffin and his associates at the University of Michigan consistently find the result that low-back problems are correlated with location and magnitude of the loads or materials handled. They find that workers with insufficient physical strength to meet job demands are at increased risk of suffering a medical incident. In fact,

workers who are physically overstressed had three times the medical incidents of those who were not working at the upper levels of their physical limits.

The potential of using a strength testing program for matching workers' individual capacities to job requirements was recently explored by Dr. Monroe Keyserling at the Harvard School of Public Health. He identified critical physical tasks of rubber plant jobs and designed strength tests to simulate the actions involved in the tasks. Criteria for passing the tests were established and all new job applicants were administered the tests. Those applicants who were hired on the basis of their passing test scores were then compared to those previously selected using traditional medical criteria.

Follow-up of both groups indicated that those individuals hired on the basis of the strength tests had one-third fewer medical incidents than the comparison group. These results indicate that strength tests can be used to reduce occupational injuries associated with the performance of strenuous work.

(continued on following page)

Joyce C. Hogan, Ph.D. is the coordinator of educational research in the University of Tulsa's College of Education. An expert in the area of human performance, she received her Ph.D. from the University of Maryland and has worked as a research scientist at the Johns Hopkins University.

Mary Eagan is a doctoral candidate in the Department of Research at the University of Tulsa. Fitness and exercise are central to increased working capacity and physical health.

#### Workplace Injuries

(continued from previous page)

Another recent study serves to corroborate the findings of Chaffin and Keyserling. Dow Chemical's Texas division conducted a study looking at two years of medical history of approximately 150 petrochemical plant employees. Analysis of these statistics indicated rather startling associations between physical performance capabilities and various medical criteria.

First, muscular strength and endurance tests could best predict employee days off and days restricted from work due to medical reasons. Second, those individuals who scored in the bottom quartile on the tests required twice the medical time off from work than employees whose test performance was in the mid-range.

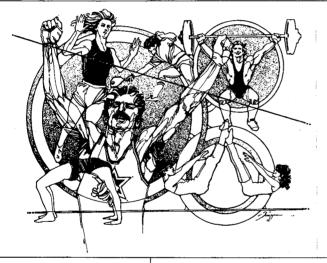
Results of investigations such as these suggest that labor-intensive industries

fied. The third injury, the Company reports, will occur regardless of the job demands or the employee's physical capability.

Although prevention of job injuries has always been regarded as part of a comprehensive health program, causation and, therefore, prevention are not well understood. What is clear is that individual fitness cuts across issues of both physical health and working capacity.

Accidents, the third largest single cause of death, represent an immediate and direct economic cost to both corporations and employees. This is contrasted with more long-term health care costs associated with disease—particularly cardiovascular diseases and cancers.

Corporate health care programs can address the issue of fitness-related workplace injuries in several ways. First, fitness levels of those individuals employed in jobs with physical demands industries that use jobrelated physical performance tests can reduce occupational injuries by identifying individuals at risk and placing them in jobs appropriate to their physical capabilities.



that use job-related physical performance tests can reduce occupational injuries by identifying individuals at risk and placing them in jobs appropriate to their physical capabilities.

Data from the Liberty Mutual Insurance Company indicate that half of low back injuries are associated with jobs involving manual materials handling tasks that exceed physical exertion levels judged acceptable by 75% of workers. These data indicate that two out of every three injuries associated with heavy manual material handling tasks could be eliminated if these tasks were redesigned or performed by individuals who are physically quali-

should be maintained by encouraging regular participation in fitness activities. Second, a program of job-related physical performance tests can be used to "match" the individual for the jobs available. Finally, physical fitness training programs can serve to increase the physical abilities of individuals who otherwise would be subject to risk of injury while performing certain physically demanding job activities.

Substantial health care gains can be realized in a corporate program that not only is concerned with improving poor health but influencing personal fitness factors associated with safe job performance as well.

# The Lunch-hour INVESTMENT

### BY KIMBERLY A. THOMAS

Few things today can sidestep the influence of the economy. Knowledge, however, literally defies it.

"Knowledge," claimed one author and management expert, "is the only instrument of production that is not subject to diminishing returns."

Benjamin Franklin also affirmed the value of learning. "An investment in knowledge," he said, "pays the best interest."

And Pat Yandell, Administrator of Employee Services at Northern Telecom, Inc. of Richardson, Texas, testifies to the benefits of investing in knowledge once a week through her company's "Sack Lunch Seminars."

Northern Telecom's Sack Lunch Seminars—weekly educational sessions offered during company lunch hours and now in their third year of operation—shed insight to open-eyed and -eared employees on such subjects as money management, low-cost vacations, stress management and smoking cessation. Those who have attended the brown-bag sessions this year have also gained practical advice on winter-driving techniques and burglar-proofing a home, as well as participated in self-defense and CPR training.

In February, company employees involved in the Weather Watchers Association, armed with information from the National Weather Bureau, presented a discussion on weather, detailing a local tornado to their co-workers.

"Often-times we tie the seminars in with something else that's going on in or outside the company," explained

Yandell, the program's coordinator. "For instance, to promote a Northern Telecom group night to the Dallas Mavericks' game, we turned over one seminar to the Mavericks' public relations director, who showed employees a film and lectured about the basketball club.

"Another time, during the corporate United Way Campaign, we invited speakers from the various United Way agencies to explain to our employees just how their donations are spent," she added.

And most recently, Northern Telecom employees have learned how to "dress for success." A sold-out fashion show and advice from a fashion expert informed the audience of their best fashion choices this season.

Of course, the possibilities for seminar topics are only as limitless as one's imagination.

"We've skirted away from sensitive areas in the past," said Yandell. "But recently, we've received requests for experts on subjects like child abuse and rape."

# orporate-wide appeal

A program that reaches top corporate executives as well as the maintenance staff, the day shift and the night shift, young employees and old, males and females, athletes and non-athletes,

(continued on following page)

#### INVESTMENT

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seems to be the kind of stuff only employee services and recreation dreams are made of. But the facts are indeed reality in the Sack Lunch Seminars program at Northern Telecom.

"Our people are really hungry for knowledge," said Yandell, "and these seminars are a perfect way to whet their appetites."

In order to attract a large segment of the diverse Northern Telecom population which numbers 1,100, sessions appeal to a general interest. These seminars simply aim to give employees food for thought and encourage them to find out more information on their own.

"The whole concept of Sack Lunch Seminars was originally developed for the hourly staff whose schedules are not too flexible," explained Yandell. "These sessions provide them with some diversion from their weekly routines and also give them the opportunity to get involved in an employee program.

"We also launched the program with the idea that it would give employee services greater visibility by attracting even more of the workforce—particularly the non-athletes," she added."

Though speakers aren't always available for the night shift, Yandell frequently carries her Sack Lunch Seminars to Northern Telecom at 11:00 p.m., with films and handouts for interested employees.

"It's important to do this for the night shift," Yandell noted. "Too often, they feel forgotten."

# inding the resources

Employee services dreams, in addition to heavy participation hold another key ingredient: a cost pleasing to even the smallest budget. And again, Northern Telecom's dreams are answered by the Sack Lunch Seminars.

"Virtually everything I use is free," stated Yandell. "I scour a lot of public organizations . . . colleges, public libraries, police and fire departments, government agencies . . . all of which

are great resources for information and experts. To obtain free films, I go through the Blue Cross and Blue Shield Association, our local safety association or West Glen films, a lending library in New York which rents its films for free or for a very nominal fee."

Even more impressive are the experts Yandell draws upon in-house.

"We've developed an Employee Talent Bank at Northern Telecom," Yandell said. "It began as a resource network for employees interested in obtaining services such as television repairs and music for parties. We then used it to solicit talent for a company show. And now, we draw upon our talented employees to lend their expertise to co-workers at the Sack Lunch Seminars."

Yandell also fills the need for speakers by turning over the sessions once a month to the company nurse, who explores current issues in health. And, in exchange for promotional consideration, community businesses have brought their knowledge to Northern Telecom. In May, a local dress shop sponsored a spring fashion show while offering employees a discount on their merchandise.

"To this date," said Yandell. "I've never had to pay for a seminar speaker."

### he plans

During the winter months, Yandell—like so many northerners—thinks spring. But in the fall—unlike a Chicagoan or New Yorker—this Texan dreams of winter.

In order to coordinate successful Sack Lunch Seminars, Yandell plans three months of sessions one quarter in advance.

"I need the time to get speakers and put out enough publicity," she noted. "Our company newsletter runs a quarterly calendar where I always announce upcoming seminars. And, because employees need to make reservations to attend the sessions, I use bulletin boards and inter-office mail to make sure everyone knows what will be featured each week."

Sack Lunch Seminar attendees, em-

ployee surveys and informal suggestions furnish Yandell with ideas for seminar speakers and topics. "This year, I've had a lot of requests for financial management seminars. While I usually don't repeat a theme during the year, I have already planned for three sessions on financial matters. In the next session, 'Financial Strategies for the '80s,' a certified financial planner will look at inflation and taxes. Because this subject can't be even scratched in the usual thirty-minute lunch-hour session, it'll be held for one hour after work."

Similarly, four two-hour, after-work sessions were devoted to defensive driving by Northern Telecom recently.

For more typical sessions, however, employees may attend one of three half-hour sessions offered weekly between 11:00 a.m. and 1:00 p.m.

Because of limited seating in the meeting room, Yandell set a fifty-employee limit per session. Currently she is investigating areas which can accommodate more employees.

"With timely and popular topics, reservations are filled quickly," Yandell said. "Not all of our seminars are standing room only, though. In fact, I

have set up film showings for very small groups interested in specific topics such as disease control or coaching youth soccer."

Generally, the format for the sessions is a lecture followed by a question and answer period. Films are also used frequently as they, too, conform easily to the thirty-minute time limit. Yandell chairs most of the sessions, with the exception of health-related seminars, which are coordinated by the company nurse.

"I stay away from straight lectures," explained Yandell. "Our employees respond better to sessions which also include audio-visuals and hand-outs.

## A humanistic touch

"Education and communication go hand in hand," said Yandell. "Northern Telecom's Sack Lunch Seminars program, by educating the workforce, communicates to employees and reaches out to them. . . . It helps our people better themselves and their way of life, helps them get involved and grow. It's really a humanistic program—through it, employees know the company really cares about them."



Hands-on demonstrations make education entertaining.

The little bear the second

# TAKE OFF WITH NESRA

# ON THE WINGS OF

# **MEMBERSHIP....**

# **NESRA**

**NEW MEMBERSHIP CONTEST** 

September 1,1983 thru December 31,1983

#### **RULES**

- The top three prizes will be awarded to the individuals securing the most new NESRA general and/or organization chapter memberships. The remainder of the prizes will be awarded through a random draw. Contest entrants are automatically entered in the draw each time they enlist a new NESRA member. Bringing in 50 new members means 50 chances to win! Only one prize per individual.
  - NESRA associate members are ineligible for the grand prize or the top three prizes. They are entered for the prizes in the draw ONLY.
- ★ The NESRA membership committee will conduct the random draw on January 27.1984 from among all memberships received by the closing date. Their decisions are final. Verification of qualifying memberships will be under the supervision of NESRA Headquarters.

- The membership contest is open to all current NESRA members. except employees of NESRA Headquarters and its affiliates or advertising agencies. All taxes are the sole responsibility of the individual winners. By entry, winners consent to full commercial use of their names and photographs without further compensation.
- ★ All entries must be postmarked between September 1, 1983 and December 31, 1983.
- ★ Membership will not be accepted or acknowledged without full remittance of the 1984 annual dues.
- ★ All vacation packages will be awarded according to the contest rules. Other expenses incurred are the responsibility of the winners. VOID WHERE PROHIBITED BY LAW.
- All entries must be completed on the official entry blank below. Please duplicate as necessary.

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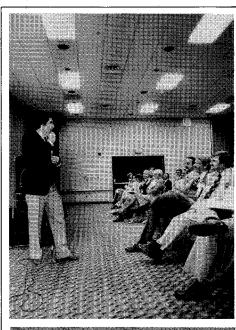
# **OR....ONE OF THESE FANTASTIC PRIZES**

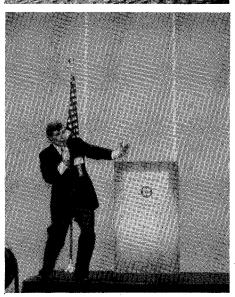
- Six tropical nights in Hawaii...
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  WAILEA BEACH on the island of
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- Accomodations for five days/four nights at any HILTON INN in the Orlando/Kissimmee area, for two.
- A week of fun for two at the BEACH CLUB HOTEL in Ft. Lauderdale, Florida.
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- A five day/four night stay for two at DISNEYLAND PARK in California or WALT DISNEY WORLD VACATION KING— DOM, park admission included.
- A 19" color remote Toshiba television from EMPLOYEE PRODUCTS.
- An Atari video system, courtesy of NAMCO.
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- A one week land package for two at the BEAVER RUN RESORT in the mountains of Breckenridge, Colorado.
- A stainless silver service for eight, courtesy of ONEIDA SILVERSMITHS.
- A bowling ball and shoes from BRUNSWICK RECREATION CENTERS.
- Each individual enlisting a new member between September 1,1983 and December 31,1983 will receive a small memento-NESRA's way of saying THANKS for your support!

# BUILDING FOR EX











# ELLENCE

—a look at the 1983 NESRA Conference and Exhibit







First, her budget was cut. Then, her staff reduced. And all at a time when greater numbers of employees were turning to her company for recreational, educational, social and cultural opportunities.

At first, society emphasized hard work and plenty of it. Then, it stressed quality performance. Now, the emerging standard is excellence.

For this and other employee services and recreation professionals, these certainly are challenging times—times when survivors must learn how to do more with less.

And learn they did at the National Employee Services and Recreation Association's 42nd Annual Conference and Exhibit, "Building for Excellence," held in Columbus Ohio, the city named for the man credited with discovering America. Columbus provided the perfect setting for employee services and recreation professionals and volunteers, human resources experts, students and professors to discover how to put excellence in their jobs and studies.

"Beginning with the opening general session and continuing throughout the conference," Conference Chairman Pete DeFranco, CESRA, Xerox Corporation, told the delegation at preconference time, "we plan to have you investigate management techniques and strategies, enhance your individual productivity, analyze trends in professional development and assess evaluation procedures that will enable you

to implement quality business decisions, to creatively challenge problem solving situations and identify and initiate administrative strategies."

Nearly 300 conference delegates, and 100 exhibitors fulfilled DeFranco's prediction and enjoyed four days of workshops, exhibits, social events and educational sessions addressing topics ranging from company stores and day care to high-tech programming, problem-solving strategies and peak performance.

Charles A. Garfield, Ph.D., an expert on the subject of peak performance; that is, the essence of human excellence and extraordinary productivity, set the tone for the conference in his keynote address on the opening day of the 1983 NESRA conference.

"Peak performers are trained, not born," Garfield emphasized. "And they're not just the visible people... in fact, in several hundred organizations in America, ten to fifteen percent of the employees are peak performers."

Garfield himself is a peak performer and has spearheaded research on high performers worldwide. He is also a psychologist, author, educator, mathematician, computer analyst and athlete. Currently, Garfield serves as President of the Peak Performance Center in Berkeley, California and is on the faculty of the University of California School of Medicine in San Francisco.

"While on the faculty of the Cancer Research Institute at the University of California, I studied cancer patients for whom death was predicted, but they managed to stay alive," said Garfield. "This 'spontaneous remission' baffled the scientific community, so we decided to interview these survivors. When

Glimpses of the NESRA'83 Conference: (clockwise from bottom left) The Presidents' Ball, Bill Brooks on time management, Charles Garfield on peak performance, the exhibit hall, the conference host chapter—Central Ohio Employee Services and Recreation Association, headed by Sue Potter, one-on-one with exhibitors, the Western ho-down, and the continuing education workshop conducted by Mike Bass.

(continued on following page)

# BUILDING FOR EXCELLENCE

(continued from previous page)

asked why they think they survived, many said, 'I drew on resources that I never thought I had.' One nationally known concert pianist commented: 'You know it was the roughest thing I ever did . . . what I had to do spiritually, physically, behaviorally to stay alive . . . that was my peak performance.'

"That was the first time I ever heard that phrase," Garfield added.

Since that time, Garfield has continued to interview peak performers—those who draw on resources they never thought they had—to achieve human excellence.

"What we've found in studying hundreds of people on the NASA moon-landing project," explained Garfield, "and fifteen hundred other extraordinary performers nationwide in business, sports, science and the arts, is that it all began with a mission."

To illustrate this, Garfield quoted one individual who worked on the first NASA moon-landing project who himself asked: "Do you know what it's like to be here for 40, 50 or 60 hours a week and never know whether or not your work makes a damn bit of difference to anybody?"

After being assigned to the moonlanding project, this individual's attitude and, hence, performance improved because he had a mission to guide his work.

"The difference now," he said, "is that I have something to believe in, something to sink my teeth into. I finally have a mission, a mission that matters."

The importance of a mission was also emphasized by Ray Walsh, Consultant, Human Resources Concepts, Inc. in the conference session, "Human Resources Management and Employee Services—Meeting the Needs of Today's Workforce." Said Walsh, "Employee services managers are successful when they keep pace with the needs of their organizations or companies. To forecast needs, a manager should look beyond his or her own department and view the organization as a whole."

William Brooks, Vice President of the Time Management Center, labelled mission "purpose" in his time management session called, "Six P's of Professional Productivity."

"If you aim at nothing, you'll hit it every time," Brooks said.

Purpose, patterns, plans, parasites (or problems), performance and persistence were the six 'p's' Brooks isolated as affecting and being affected by time. Brooks encouraged managers to better manage their time by learning to plan, prioritize and delegate, control the controllable, understand individual patterns or habits, and work smart or efficiently.

"Time is life," Brooks emphasized, and managing time is managing life."

Another ingredient most frequently associated with high performance, according to Garfield, is goal setting. Goals, he contends, must support the mission.



The colorful Woody Hayes addressed the CESRA's and CESRL's at a conference luncheon.

Numerous sessions at the four-day conference provided delegates with assistance in developing goals for their various programs. Randy Schools, CESRA and General Manager for the Recreation and Welfare Association for the National Institutes of Health laid out a plan for those interested in appealing to the workforce through a company store. Similarly, John Bickley, Director of Fitness and Physical Education for the YMCA of Columbus looked at the initial goals of a fitness program in his session, "Employee Fitness Programs-Where Do I Begin?" "Sports Programming," with Jim Battersby, Lockheed, provided delegates answers to their questions about facility resources, scheduling techniques, risk prevention and first aid administration in the corporate sports program. Finally, Stanley and Verna Hayes, Life Design Associates, presented a profile on pre-retirement education, training and counseling in their session, "Pre-Retirement Programming—Creating Your Future Now."

One goal central to the effective coordination of an employee services and recreation program is gaining the upper hand in negotiating business transactions with vendors and securing quality supplies for programs, activities and events. In "The Art of Negotiation," Dom Bucca, CPM, CESRL, Corporate Director of Purchases, Jamesbury Corporation delivered to the audience a clear formula for strategic negotiation.

In light of recent technological advances, Becky Serey, Manager, Micro-Computer Service Group, Ohio State University asked employee services and recreation managers to consider "Putting Hi-Tech Into Your Recreation Programming." Serey gave her audience an in-depth look at how computers can enhance the administration of a recreation program with employee surveys, tournament scheduling, item sales and financial planning.

Industrial recreation students analyzed their goals while also learning about "Planning for a Career in Employee Services and Recreation." John Rath, Manager of Employee Fitness Programs, Frito Lay, Inc., offered future employee services managers advice on how to gain entry into this expanding field.

Understanding goals is also important to effective decision-making. "Where all the variables permit," said Linda Hartsock, President of Hartsock Associates, in the session, "Problem Solving Strategies for Employee Services and Recreation Personnel," "situation, personality and goal—the employee services manager can be confident in decisions made by defining the goal, brainstorming for alternative solutions, refining his or her ideas, prioritzing various means to the end, implementing a decision-making model and finally evaluating it."

The third ingredient associated with high performance that Dr. Garfield noted was feedback. "Everyone needs other people who can give them accurate, useful, non-judgemental feedback. These people can expose faulty feedback mechanisms and encourage individuals to self-correct and get on the right track."

This "know thyself" strategy was reiterated by Donald B. Levitt, Ph.D., Stress Management and Performance Enhancement Consultant in his session, "Personal and Corporate Wellness." Levitt emphasized the importance of awareness to one's psychological, vocational, avocational, social, educational and spiritual health.

"Performance can be enhanced through skills such as effective communications, attention control, cognitive control, time management, problem solving and intentional relaxation," said Levitt.

Understanding the relationship between wellness, programs, employees and management was the aim of the session, "Current Issues in Health: Wellness Programs in Industry—Are These Programs Really Going To Make It?" conducted by Beverly Ware, Ph.D., Health Education Programs Coordinator, Ford Motor Company. Ware examined wellness program definitions and operations and the relationship of such programs to existing company activities and benefits.

The fourth ingredient Garfield cited associated with high performance was rewards. "Positive feedback is necessary for top executives as well as workers lower on the corporate ladder who aim for high performance," said Garfield. "Rewards are necessary and can only work if the reward is something meaningful to the person being rewarded."

The importance of reward was emphasized in the panel discussion, "Volunteers—The Success of our Programs." The panel explored ways to reward, work with and motivate the volunteer, the key to most successful employee services and recreation programs.

"The final ingredient we found in high performers," said Garfield, "is support. Peak performers got help from other people; they had emotional and financial support and adequate training and materials."

NESRA President Stephen Edgerton and NESRA Executive Director Pa-



Behind every successful conference . . . are leaders such as conference chairman Pete DeFranco (left) and NESRA Executive Director Patrick Stinson.

trick Stinson both encouraged newcomers in the first timers' session to seek that all-important support by tapping into the variety of resources the conference had to offer: educational sessions, the exhibit hall and fellow professionals.

Support is also important to particular programs within the corporate setting. Employee Assistance Programs, which help employees deal with the personal problems that threaten performance, were explored by Elaine Clark, Employee Assistance Counselor, Riverside Methodist Hospital in the session, "An Employee Program That Makes a Difference." In addition, "Company-Sponsored Day Care: Easing the Minds of Employed Parents," presented by Marilyn Soloman, Vice President of Marketing and Research Development, ECLC Learning Centers, Inc., addressed the problem of finding proper care for the children of working parents.

"We are all capable of major increases . . . far beyond anything we've dreamed of," affirmed Garfield.

And to prove that he played for the audience a tape of one of this century's greatest accomplishments: "Five-four-three-two-one. All engines running . . . Lift off. . . . We have a lift-off. . . . 32 minutes past the hour . . . Lift off on Apollo Eleven."

And then came those dramatic words of Neil Armstrong as he stepped foot on that satellite, 238,857 miles away from the Earth: "That's one small step for man, one giant leap for mankind."

And for the conference delegates seated in Garfield's session, those historic words proved that peak performances are within reach, that excellence is worth striving for.

#### Conference Feedback

"The commitment I saw to employee services, the professionalism in this field and the enthusiasm of the company representatives present pumped me up with enthusiasm . . . enthusiasm that has rubbed off on my fellow employees."

—Bob Young, Employee Relations Officer, Ohio Bureau of Worker's Compensation

"... an overwhelming success! Not only were the sessions, exhibits and functions well-planned, but our stay at the Hyatt was just perfect."

—Peggy Vicik, Director of Employee Relations, Comdisco, Inc.

"I enjoyed the diversity of the vendors and found the educational sessions helpful in preparing me to be a better professional."

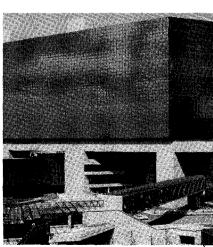
—Randy Schools, General Manager, Recreation and Welfare Association, National Institutes of Health

"The NESRA conferences are the best tools I have for learning new approaches" to administering my programs and gathering new ideas for my job."

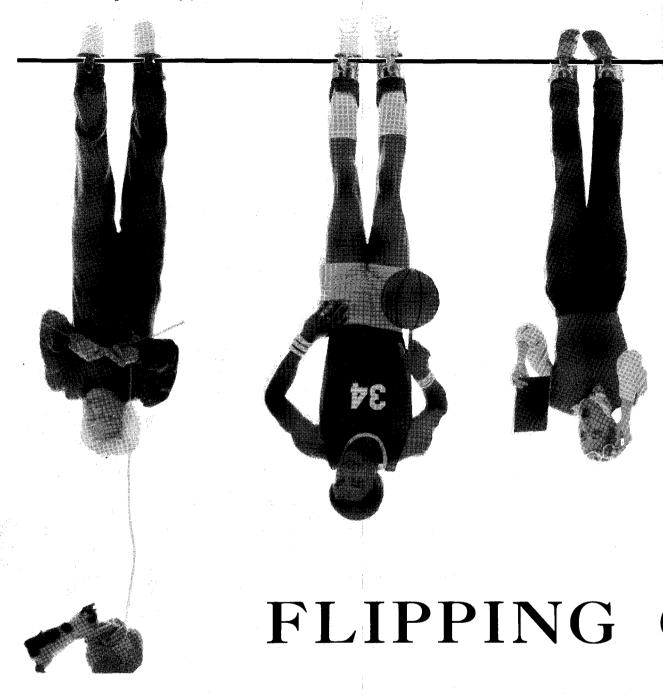
—Don Strosnider, Executive Director, Operations Recreation Association, E.I. DuPont

"I've attended many conferences and I'd classify this 42nd Annual NESRA Conference and Exhibit among the best. I think the conference committee did an outstanding job of providing us with both a well-rounded conference schedule and one of the finest facilities I've visited."

—Ed Bruno, Manager of Employee Recreation, 3M Company



Columbus—the perfect setting for NESRA to discover excellence.



# by Geri Verderber,

editorial assistant

"Everybody should hang," contends Robert Martin, M.D. What this California back specialist is referring to is a new exercise program that has literally turned fitness upside down.

What is this product the country is flipping over? Inversion equipment. Martin invented and introduced this product to the market with his Gravity Guiding System. The total system involves several variations, including hanging upside down from an inversion

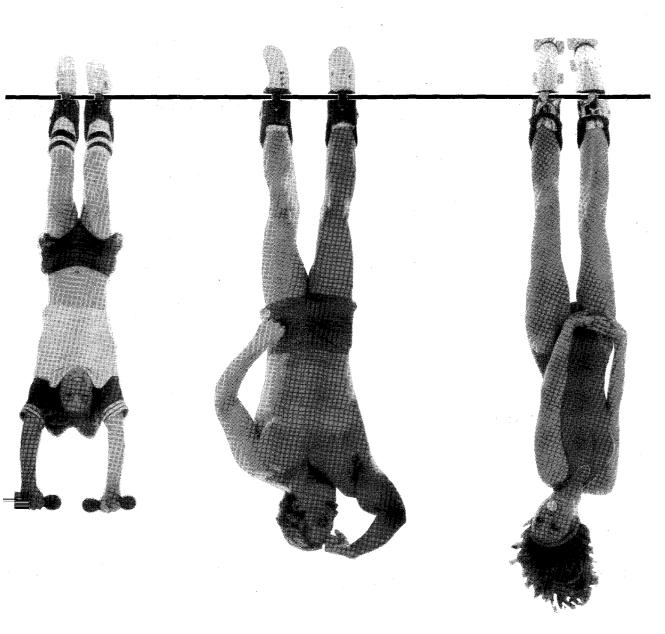
bar while wearing steel-clad gravity boots, as well as oscillating the body on a Gravity Guider, which is a fullbody weight traction device.

Sound expensive? Not in comparison to many other brands of exercise equipment. Prices range from \$50 to \$80 for boots and \$350 to \$1000 for the inversion oscillator.

Martin and the other manufacturers of inversion equipment have marketed great success in the \$30 million plus industry. Professionals such as the Olympic weightlifting team and the Boston Celtics have incorporated inversion exercise into their training program for muscle building and relaxation. In addition, many people claim relief of back ailments after utilizing an inversion program.

#### nside the upside down equipment

Combining his knowledge of gymnastics with medicine, Martin invented the exercise program to reverse the effects of gravitational stress, a stress caused by gravity's relentless pull and distorting effect on the tissues and organs in the human body. In Martin's book "The Gravity Guiding System,"



# ER FITNESS

he explains that in the common postures such as sitting or standing, the force of gravity is applied only in compression towards the feet. To reverse or modify this constant force on the body, new or uncommon postures must be used, he believes.

"Where before gravity was compressing the body," explained Dr. Martin, "the inverted body is elongated and brought back to maximal height, which is lost when the body is compressed."

Thus, contends Martin, the Gravity Guiding System promotes exercise in six postures which erase postural debt.

The normal erect, horizontal, and flexed forward positions are offset with hanging by the hands, hanging by the ankles, and bending backward.

# Getting back to

It has been estimated that 83% of the population will suffer from backache sometime in their lives. Dr. Martin as well as John Penner and Roger C. Teeter, owners of other inversion equipment companies, believe these back problems can be cured as well as prevented.

Editor's note: In light of the recent findings on the risks associated with inversion equipment, released after ESM press time, we recommend that users take appropriate precautionary measures as with any new techniques in the area of physical fitness.

Usage of inversion devices, according to Martin, combined with a recommended exercise program, can help bring about joint separation in the spine and in all joints of the body. This increases blood flow to the discs and joint areas, thereby helping regeneration.

Inversion is being used to prevent surgery as well as to take the place of surgery. "Back surgery is always a last resort," stated Max Morton, M.D., exercise physiologist at Coor's Fitness and Health Center. "Inversion is looked at as one of many alternatives."

Since many back pain sufferers have (continued on following page)

had great success with the inversion method, doctors are now recommending it to their patients. At Morrie Mages, one of the largest sport and fitness stores in Chicago, salesmen say much of the equipment is sold to back patients that were referred by their physicians.

John Penner, physical therapist and owner of Pal Relax Bar Company, claims that physical therapists have been using similar types of treatments on back patients for many years.

Finally, Martin also hails inversion equipment as a means of maintaining muscle (by tensing muscles in a different posture) and improving blood flow to the brain.

### he risks

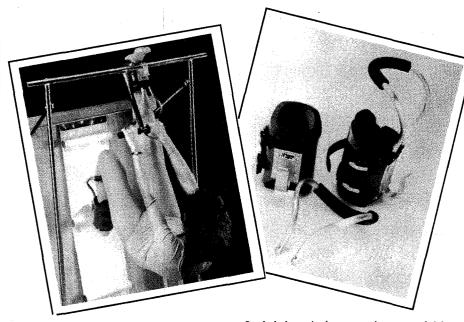
Of course, like most other types of exercise equipment, inversion devices are not risk-free. Dick Brown, NESRA's Vice President of Fitness and Health and General Manager of the Texins Association, Texas Instruments, Inc., cautions, "Users should consult a physician before starting the inversion exercise program, especially those with high blood pressure, heart problems, diabetes, and hypertension." Persons with detached retinas, degenerative back problems, and the elderly should also consult a physician before using the equipment.

David Stapf, Supervisor of Recreation and Physical Fitness at Ashland Oil, concurs with Brown and adds, "The inversion method is a new form of exercise. All the numbers aren't in yet. Right now, the equipment lacks the backing of substantial research and data."

## nducing 'turnover'

Most inverted exercises can be performed by hanging from a simple, round bar of adequate strength, such as a <sup>3</sup>/<sub>4</sub> inch pipe. The inversion bar can be installed in a doorway or any area high enough so the body can hang fully suspended.

Inversion boots fit around the ankles. Basically, each boot consists of two sturdily constructed metal half-cylinders. Attached to each boot is a U-



Steel-clad gravity boots: erasing postural debt

shaped hook used to connect the boot to the inversion bar.

There are two techniques that can be used to hook the inversion boots onto the overhead bar. A person of greater strength and flexibility can use the "drawup" technique, which consists of starting from a full arm hang and then drawing the legs up and hooking the boots onto the bar.

Another such method is the "stirrup" method which requires less agility. This is done by tying a non-slipping loop to one end of a strong rope, with the loop made large enough to easily slip over the toe end of a shoe. The other end of the rope should be tied to the overhead bar. The user then places their foot in the loop or stirrup and shifts their weight to the foot in the loop while hooking the free leg onto the bar.

The inversion bar accompanied with the boots may be used for inverted exercises such as reverse sit-ups, squats, arches, twists, and weightlifting. In this way, the equipment can be used as another form of exercise that can fit into an overall fitness program.

Initially, a person should hang at short intervals until the entire body has adjusted to this new posture. Many people use it for three to four minutes in the morning to stimulate circulation to the brain and again in the evening for relaxation and relief of gravitational

stress.

The Gravity Guider oscillator, developed for those who are disabled, weak, or advanced in age and cannot achieve a hanging-inverted position by themselves, consists of an oscillator bed which anyone can easily manipulate to get into either a partial or complete inversion. By moving outstretched arms overhead, a complete inverted position can be attained. To return to the upright position, the outstretched arms are moved to the thighs.

The oscillation bed's main function is to rotate the body. By moving back and forward, the body is relieved of its usual compression.

### he future of inversion

Roger C. Teeter, owner of Sky's the Limit, an inversion equipment manufacturing company, feels optimistic as do many manufacturers and retailers, about the acceptance of inversion equipment. Confidently, he noted, "We believe inversion will mature into a major part of the fitness market. Inversion is not a gimmick; it is a major breakthrough for total health."

And the importance of total health, through fitness, is definitely here to stay.



# Know us by the companies we keep



The National Employee Services and Recreation Association is known by the companies it keeps—year after year. Over 2,200

members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 2400 S. Downing, Westchester, Illinois 60153. Phone: (312) 562-8130.























Honeywell







Babcock & Wilcox



First International Bancshares, Inc.



TRI DEFENSE & SPACE SYSTEMS GROUP

# Employee Services: A 'Vital Part of Society'

—excerpted from the acceptance speech of Robert Galvin, 1983 NESRA Employer of the Year.

I find this a most pleasant irony that we can all seek award and reward by going out and having fun. For indeed the participation in recreation, of which the National Employee Services and Recreation Association professionals represent, reflects a great target of fun and one in which I have had the pleasure of participating in now for over 40 years. NESRA has been making Employer of the Year presentations for 42 years, about the length of time that I have been using recreation systems and recreation programs within Motorola.

I want to express my appreciation to you, as you engage in that important sub-process of recreation called recognition. Recognition is a vital part of our lives as human beings. We don't necessarily wear our need for it on our sleeves, but it is something—when properly presented and given—is deeply appreciated and of course, highly motivating. And much of the appropriate social and nonprofessional aspects of recognition come through the recognition of service programs for our companies.

I am pleased to be here personally to receive this award. We both know that numerous companies are deserving of being models or symbols of good supporters of employee services and recreational activities. Motorola is pleased to be one of your many companies in that class. I'm very pleased to be here in support of my friends, my direct associates in the company, with whom I've had the privilege of inter-

facing under the tutelage of Frank Havlicek.

I am a great user of Motorola's recreation programs. Somewhat more in prior years, although I do get to numerous events for the company.



Robert W. Galvin, Chairman of the Board and Chief Executive Officer, Motorola, Inc. and 1983 Employer of the Year.

But I am a kind of different person in one sense, in that I was a boss's son . . . (incidently, I'd have to say that's one of the nicest ways to have a relationship with a company). I started to work when I was a teenager. Frankly, I didn't think there was anything special about being the boss's son. The company wasn't very big then, maybe 1,000 people. My father was beloved by his associates so I think I had an easy thing going in.

My instincts seemed to be right with regard to using the devices of the company to a reasonable and noble purpose. I soon heard Motorola sponsored a baseball league and a softball league. Because I was reasonably competent at athletics as a kid, I went out for that league. Just being out there playing with the gang showed that I could do my part. I took my raps when I made an error. I sat on the bench when it was my turn to sit on the bench.

What happens in the realm of recreation is that you get a chance to project yourself as one of the guys or one of the gals. Recreation provides a base for our becoming accepted or acceptable to each other. Through the process of projecting a reasonable impression of getting along with people and with other areas of the company, I developed many relationships and friendships, some that go back all of the 43 years that I've been with the company.

Recreation programs, among so many other things, are communication programs. I go to recreation programs first because I like them and I see a lot of folks that I know and enjoy. But I also use recreation programs, such as service club dinners, picnics or open houses, as an opportunity to gain thoughts about the company.

On one occasion I was called upon to be a speaker on a panel discussing business communication. The two people that preceded me had delivered fine and scholarly talks. When I was introduced, I simply got up and said, "Business communicates by the formal written word, the formal spoken word and by rumor. Thank you very much." I then sat down.

The gentleman who was the master of ceremonies was obviously placed in a very awkward position. He shuffled and started to move to the microphone. I watched his timing and I moved up

without being disruptive and stepped to the microphone again and said, "And by impression. Now whether I've created a favorable impression or an unfavorable impression with you people is unimportant, but I am sure that I've created an impression, an impression you'll long remember after the words that I will say."

Impression is a terribly important substance of communication. And recreation and employee services programs provide innumerable opportunities for that particular form of communication which I watch for and use.

Recreation is participation. Most companies, in fact, have changed their mode of operation in the past ten or twenty years to a participative management. Motorola's program of participation management is the essence of how we run our company today. And what a beautiful complement to recreation, again participation and teamwork.

I have always liked our recreation activities because they provide the spirit of winning—even when you lose in a

recreation program, you can come to an awards banquet and take a vicarious pleasure in the fact that some of us have won. There is a need to have a winning spirit in our industrial and commercial society, and every place where we can reinforce that is of great value.

Individually, recreation programs have given so many people one of their earliest tastes of leadership or the reinforcement of leadership. That incremental ingredient of taking on one's share of leadership applies to participative management. Indeed, I have seen some people thrive on that spirit of leadership, which has been honed in recreation and made applicable in their professions.

In essence, what I am saying to employee services and recreation professionals, is that you are doing something very important for your companies. I realize this and have lived it for 43 years. I am just delighted to come to NESRA's conference and reinforce for you the immense value of your role in making American commerce and industry the vital part of society that it truly is.

"Employee services and recreation professionals . . . are doing something very important for their companies."



Motorola meets the challenge through recreation.

# The Leading Edge

"The Awards Program," explained 1983 Awards Committee Chairman Leroy Hollins, NESRA's Vice President of Member Services, "is generated to give recognition to NESRA member organizations for their outstanding programs in 1982. This international recognition encourages excellence in the field of employee services and recreation."

Five experts from the field of employee services and recreation rated the various entrants and selected the 1982 winners: Leroy Hollins, CESRA, Martin Marietta Aerospace; Chuck Bouchard, CESRA, Raytheon Company; J. D. Smith, CESRA, General Dynamics; Bob Crundstedt, CESRA, Honeywell, Inc.; and Helen McCulloch, CESRA, Fermi National Accelerator Laboratory. These judges selected winners after evaluating the entrants' promotional pieces, programs and services. They searched for such qualities as uniqueness and promotional effectiveness.

NESRA award winners are recognized internationally each year for their outstanding efforts and contributions to the field of employee services and recreation.



NESRA President Stephen Edgerton presented Motorola's Robert Galvin with the 1983 Employer of the Year Award.

# EMPLOYER OF THE YEAR

For outstanding executive support of employee services, fitness and recreation programs

#### Robert W. Galvin

Chairman of the Board and Chief Executive Officer Motorola, Inc. Schaumburg, Illinois

# DISTINGUISHED SERVICE AWARD

For outstanding service to NESRA

William Bruce, CESRA

Motorola, Inc. Scottsdale, Arizona

#### NESRA/EASTWOOD AWARDS

For excellence in overall employee programs

Under 1,000 employees

#### Petroleum Information Corporation

Littleton, Colorado

1,001 to 5,000 employees

Avco Lycoming

Stratford, Connecticut

5,001 to 10,000 employees

#### Rockwell International/ Spectrum Club

Cedar Rapids, Iowa

10.000 + employees

# **Lockheed Employees Recreation Club**

Burbank, California

# CERTIFICATE OF EXCELLENCE

For excellence in specific employee activities and events

# **General Dynamics Recreation Association**

Fort Worth, Texas
Camera Club Activity

#### Honeywell, Inc.

Minneapolis, Minnesota Tone-up Program

#### Miller Brewing Company

Eden, North Carolina Battle of the Brewery

#### **Northern Telecom**

Richardson, Texas

Day at the Ranch and Sack Lunch

Seminars

#### **Texins Association**

Dallas, Texas Christmas Bazaar and Internship Program

# PROMOTIONAL AWARDS

#### OUTSTANDING HANDBOOK, BROCHURE OR DIRECTORY

National winner

Xerox

Corporation

Leesburg, Virginia Golf Handbook

Runner-up

United Services Automobile Association

San Antonio, Texas Fitness Brochure



Bill Bruce received the 1983 Distinguished Service award from NESRA President Stephen Edgerton.



NESRA President Stephen Edgerton (far left) was the first to congratulate the new Certified Employee Services and Recreation Administrators: (from left) Bob Crunstedt, Honeywell, Inc., Diane Delaney, Southern California Rapid Transit, Annie Fields, Miller Brewing Company, and Michael Scatamacchia, Pitney Bowes, Inc. (Not pictured, Harold Ellis, Lucky Stores, Inc.)

Second Runner-up

Xerox Corporation

Webster, New York Ski Club Trip Brochure

#### OUTSTANDING PUBLICITY FOR AN INDIVIDUAL ACTIVITY OR EVENT

National Winner

Salt River Project

Phoenix, Arizona Wide World of Sports Poster

Runner-up

Allstate Insurance Company

Northbrook, Illinois Healthy American Games Poster

Second Runner-up

United Services Automobile Association

San Antonio, Texas Team Fest 5 Sign-Up Form

#### OUTSTANDING ANNUAL REPORT, NEWSLETTER OR OTHER PRINTED PROMOTIONAL MATERIAL

# **Cummins Recreation Association**

Columbus, Indiana Annual Report

# **General Dynamics Recreation Association**

Fort Worth, Texas GDRA at Play Newsletter

# Great Lakes Athletic Association

Ontario, Canada Annual Report

#### **Texins Association**

Dallas, Texas

PATH Workbook

#### **Nationwide Insurance Company**

Columbus, Ohio Association Manual

#### OUTSTANDING AUDIO/ VISUAL PROMOTIONS

#### **Battelle Staff Association**

Columbus, Ohio
"A Review" (slide show)

Miller Brewing Company

Eden, North Carolina
"Battle of the Brewery" (videotape)

#### **Rolm Corporation**

Santa Clara, California "Halloween 1982" (videotape)

#### **Xerox Recreation Association**

Rochester, New York

"Recreation and Fitness Services" (slide show)

# FITNESS/HEALTH BULLETIN

# Danger on the Run

This month's column was written by Liz Elliott, Executive Director, American Running and Fitness Association.

Nancy Elizabeth Finch was 32 years old. According to her friends, she loved her husband, her dog, Wiggly, symphonies, children, learning, nutrition, gardens, cooking . . . and life. She also loved running.

Nancy Finch was found stabbed to death and disrobed 100 yards from the running trail from which she was abducted.

With the growing numbers of women running, her fate is, unfortunately, becoming increasingly familiar.

All of us are aware, at some level of consciousness, of potential dangers lurking outdoors that could befall runners. Yet rarely, I think, do we move beyond this passive awareness to actually take steps to avoid the danger and preserve our own safety.

I am—or was—a prime example. I like to run at night, usually alone. If I run in the daytime, I prefer the towpath along the C&O Canal in Washington, D.C., because it's flat, soft, and devoid of traffic. It's also isolated and, at times, practically deserted.

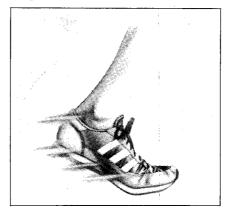
It took two women to be raped and murdered in my area in one month—one of them on one of my favorite running trails, plus several unrelated series of rapes to make me start thinking about my nighttime running. It took a close encounter on the towpath in the middle of the day to make me realize that, so far, I've been lucky. I decided not to push my luck any longer, and changed my running habits.

I now run during lunch, in the well-populated mall/monument area of the District of Columbia. More often than not I run with others. If I run near my home I no longer run along the canal at times when it's unlikely to be peo-

pled; instead I run on the bike path above—next to the road and the traffic, but also less desolate and secluded.

I'm also considering buying a large dog.

This whole experience makes me very angry. Angry that I have to alter my running schedule. Angry that the man who sexually assaulted and murdered Nancy Elizabeth Finch was free on bond at the time for earlier charges that included assault with intent to rape. Angry that police don't do more to alert citizens to potential danger in their neighborhoods.



The dangers are not isolated to the Washington area. There are similar examples in large and small urban, suburban, and rural communities all over the country.

Nor is the problem confined solely to women. Men, too, have been attacked on the run. We're all vulnerable. And it's about time we took steps to make sure that, in our efforts to become mentally and physically healthy, we're not risking our lives in the process.

What does it take to convince someone to dramatically alter his or her running schedule? Think about your own running program. Do you run at night? By yourself? Is your running course isolated? Surrounded by tall brush or dense trees? Have there been any reported attacks in your area? Have you established a pattern—that is, do you always leave home at the same time and run the same course at about the same pace?

If you answered "yes" to any of these questions, you need to give more thought to questions of personal safety, and then translate that thinking into action to modify your running schedule. Changing a routine never is easy. But it's your life—so the rewards are invaluable.

Running is one of the safest sports a person can participate in. As with any sport, though, the key is common sense. First, it's important for runners—and walkers, and cyclists—to recognize that there is potential danger. This may sound basic, but many of us are frequently oblivious to risk and our own safety.

Second, the American Running and Fitness Association recommends the following common-sense precautions:

- Try to run with other people. (If you'd like help finding a partner to run with, contact AR&FA's Runner's Referral Service);
- Don't run in alleys or isolated or unpopulated areas;
- Run at a time when you know there will be lots of other people around;
- Carry mace, to startle an attacker:
- Avoid running at night;
- Don't run near doorways;
- Stay away from trails or sections of trails surrounded by heavy brush or dense trees, especially when the trail is away from the roadway;
- Vary your running pattern so no one can count on your being in a certain place at a certain time;
- Let someone know where you're going and how long you'll be gone;
- Wear identification and carry a police whistle around your neck;

# FITNESS/HEALTH BULLETIN

- Run defensively and be alert; listen for people coming up behind you, and if you hear something, turn around and check it out. Watch for anyone who looks suspicious or out of place;
- Know your route; this way you won't be unpleasantly surprised by dark or desolate areas set off from the street;
- Buy a large dog to run with, or borrow a friend's;
- Sign up for a self-defense course through your local "Y" or recreation department.

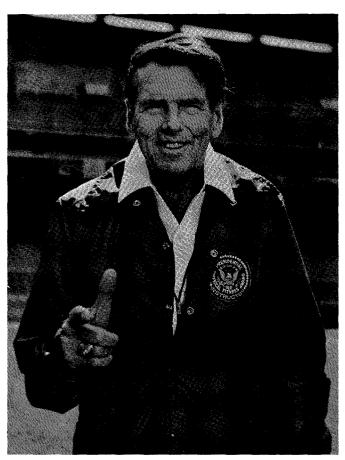
There are 40 million runners in the United States—a very large and significant block of people. If we speak out when crime threatens enjoyment of our sport, the impact could be considerable.

Look at your running program and make whatever changes are necessary to ensure your own safety on the run. Talk to your friends and others you know who run and warn them about potential problems. Alert your local newspapers, magazines, radio, and television stations to the problems and encourage them to perform a worthwhile public service by notifying their audience about the risks and offering safety tips. Work with other runners in your area to encourage the police to keep runners informed of trouble areas and to provide better protection and safer trails; ask employers to offer flexible schedules so runners can go out at lunch and make up the time before or after work; and ask your local parks and recreation department to offer self-defense courses for runners and other pedestrians.

Only if runners let each other—and their community leaders—know that they care will any action be taken. And only if runners themselves take action will they be able to run safely, without fear.

For more information about running, fitness, and safety on the run, write to the American Running and Fitness Association, 2420 K Street, NW, Washington, D.C. 20037.

# Shape up America. Get going and get fit!



"That means all of you. Oh, I know some of you are jogging and watching your weight. But most of you have no regular program of physical activity. And that's what it takes to get fit and stay fit; to feel better; keep healthy; and live longer.

I don't care *how* old you are. You're never too old or too young to start. I want you to get out and work out. *All of you*. Run. Walk. Swim. Jog. Bicycle. Tennis. I'm tired of excuses. I want action."

For information: Write Fitness Washington, DC 20201



Remember. Fitness is for everyone. For life!

# **IDEAS CLINIC**

# How can employee organizations promote membership?

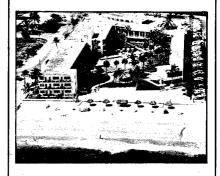


Melvin C. Byers, CESRA NESRA Consultant

We have an employee organization and charge a nominal fee for annual dues. However, only a small portion of our employees are members. How can we promote greater interest in membership?

FORT LAUDERDALE, FLORIDA

beach club



Special Industrial Rates

Catering to individual, couple and family vacationers.

Please write for information.

Jack Lindeman 3100 North Ocean Boulevard Ft. Lauderdale, Florida 33308 Area Code 305 - 564-8502

Our Own Private Beach

Awhenever one is asked to join any organization, the first question asked is "What does it do for me?"

Organizations can be compared to department stores: those having the greater selection of merchandise, high quality products, reasonable prices and excellent service get the most business. Organizational benefits are like a department store's merchandise. Benefits need not be free, but should not be over-priced either. The greater selection of benefits, the more employee interest will result.

Organizational benefits come in a variety of packages. There are social and educational benefits, and leisure and discount opportunities. Another key benefit is recognition—the opportunity for members to serve, to be leaders, winners or participants, to build their egos, to be accepted and appreciated, to display their talents and skills, and simply to be noticed.

An employee organization or association must be considered a business venture and as such, should keep alert for opportunities to be profitable. They cannot succeed without something to sell, an enthusiastic sales force and thorough promotion. Promotion itself is impossible without an investment in member services and effective publicity.

It is important to take the time to evaluate your organization's benefits to its members. Each benefit should be rated as to its relative importance. Chances are, you may find there are too few benefits offered or too many that lack importance. You may also discover new benefits and attempt to incorporate them into your organization's structure.

Failing organizations often compare to an aging condition. As they grow older, they can become less active and more complacent. Look over your offices and committee lists—Are the same names appearing year after year? Are the same programs constantly re-

peated? Are the benefits targeted at only a few? Can new members easily rise to leadership positions?

An organization which sees membership decline or grows less than twenty percent over a year is in trouble. In this case, you must search for the root of the problem. Is it a lack of benefits or poor promotion? Or is it weak leadership or a failure to promote cooperation on all levels?

In employee associations, the company and the employees are both a partner to the operations, and therefore, are both responsible for its success and shortcomings. Management as well as the rank and file must be in agreement as to what the employee organization's objectives are, or the purpose it serves. Once a break occurs by either partner, productivity suffers. This, in turn, affects the welfare of both management and its people. To know the problems and do nothing is sheer neglect and is foolish. To not know the problems shows a lack of experience and knowledge, which is equally inexcusable.

I have seen organizations of all kinds blossom, build and bust. The better organizations continue to prosper because they remain alert to change, keep sight of their objectives, and maintain ongoing opportunities to develop leadership.

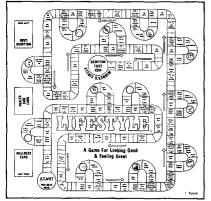
They always operate as businesses, spending monies earned for member services and communications. They also seek out every benefit possible for their members. Members are constantly offered opportunities that enable them to be honored, recognized and appreciated. When operated in such a manner, membership increases and few people leave the group.

Much like a jigsaw puzzle, all the pieces of an employee organization—benefits, member services, communication—must fall into the proper places before the total picture is complete.

# **NEW PRODUCT AND SERVICE GUIDE**

# Lifestyle<sup>™</sup>, A Game for Looking, Feeling Great

What is "LIFESTYLE®"? A brand new board game that promotes physical fitness, proper diet, stress control, safety and other wholesome living habits. "Health Hazard Detours," "Wellness Cards," and "Health Quiz Cards" make the game stimulating and fun to play for young and old alike. Each game cost \$7.00, a 12 game minimum purchase is required; shipping and handling are additional.



For more information contact Stay-Well, Inc., Box 1264, Eagle River, Wisconsin 54521 or (715) 479-4550.

# Directions—A Practical Way to Teach Supervisory Skills

Release of "Directions," a four-module training program that provides a critical knowledge base for new supervisors and a stimulating review for seasoned managers, has been announced by Robert A. Gehrke, president of BNA Communications Inc., Rockville, Maryland. "Directions" uses award-winning visuals and proven texts to zero in on the supervisory problems common to almost every organization and provides practical, workable solutions.

Module 1, "The Big Picture," deals with time and task management, time wasters and interrupters and delegation. Module 2, "Motivation," teaches how to develop the skills required to determine the needs and interests of individual employees. Module 3, "Establishing Performance Expectations," shows how to use job descriptions, de-

velop skills in identifying objective measurements of employee performance, determine and communicate realistic performance standards. And, Module 4, "Correcting Employee Performance Problems," teaches how to confront and correct unsatisfactory performance,

"Directions" is available for license or rental in 16mm film, ¾-inch videocassette, VHS or Betamax, for preview in 16mm film or ¾-inch video-cassette. For further information, contact BNA Communications Inc., 9417 Decoverly Hall Road, Rockville, Maryland 20850 or (301) 948-0540.

#### Computer Operates Tennis Club

Acromatics, Inc. has completed the installation of it's COMPUNET Computer System at Court Management Inc. facility in New Haven, Connecticut. The system consists of a desk top micro-computer/printer combinations at each of five tennis clubs operating under the Cross Court name.

Each Club uses the system to compile customer information into a Customer Profile. The profile data, aside from the normal name, address, and telephone number, carries information concerning the family status of each member, the time and day availability for participating in various activities, the customer preference for singles, doubles, mixed doubles, tournaments, leagues, etc; and a skill rating.

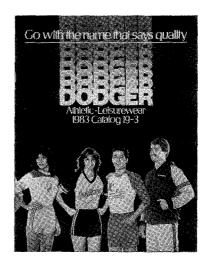
The computer also collects financial data relative to the daily sales at the facility. At the end of each day the computer will categorize and summarize the sales data and present a printed daily report, which shows the sales per category and the income for the day.

For further information about the computer system, contact Max Lowy, at 18 Mill Plain Road, Danbury, Conn. 06810 or (203) 743-5898.

# Dodger Releases New Leisurewear Catalog

The market is ballooning for shorts, shirts, sweaters, fleece wear and ac-

cessories from Dodger Manufacturing Company. The new 1983 Dodger catalog, 24 pages in full color, includes the introduction of a new toddler line styles just like the grownups'. Also included is four pages of customizing information—lettering and graphics.



A free copy of this catalog may be obtained by writing Dodger Mfg. Co., Eldora, Iowa 50627 or calling toll-free 1-800-247-7879 (in Iowa 1-800-542-7972).

# Platform tennis court costs 25% less

A new platform tennis court at Hilton Head Island, South Carolina, installed by North American Recreation, a leading manufacturer of racquet sport courts and institutional recreational equipment, is 25 per cent less costly than existing courts. The unique design incorporates a sturdy weatherproof wood superstructure, instead of steel, fixed to an all-weather concrete or asphalt all-weather playing pad that cuts the cost of the court to less than \$10,000. Platform tennis is played 12 months a year on a 30-foot by 60-foot court that is one-fourth the size of a tennis court.

North American Recreation, part of BSN of Connecticut, Inc., offers seven different court designs, priced up to \$30,000 and including a do-it-yourself kit for \$5,800. For more information, contact North American Recreation; P.O. Box 430, Fair Haven Station; New Haven, Conn. 06513.

# PRESIDENT'S OUTLOOK

# Regional Conferences: Too Good to Pass Up



Stephen W. Edgerton, CESRA Xerox Corporation 1982–83 NESRA President

Now that we've previewed, digested, summarized and evaluated NESRA's national conference, it's time to look ahead. Traditionally, the fall season brings several regional conferences at which NESRA members can learn from experts and exchange information with peers.

This year is no exception. Kicking off the calendar is the Region VII Conference September 8–11 at the Sheraton Harbor Island in San Diego. Also that month is the Region IV Conference at the Jekyll Island Hilton Inn in Jekyll Island, Georgia on September 29 and 30. Following the southeastern area's first regional conference is the NESRA Region IV Golf Tournament.

In October, the Region VI Confer-

ence, themed, "Employee Services: The Hidden Paycheck," will be held at the Sheraton Park Central Hotel in Dallas, October 13–15. At the same time, on October 14 and 15, Region V will host their first regional conference at the Minneapolis Hilton Inn in Minneapolis, Minnesota. On the following weekend, October 21–23, Region I will sponsor its conference at the Marriott Thruway Hotel in Rochester, New York.

In my past columns, I've told you why you should attend a conference and detailed the benefits of doing so on a national level. Closer to home, regional conferences can provide substantial opportunities for active participants. There are many advantages to attending a regional conference, not the least of which are convenience and expense. Regional conferences provide members a chance to experience most of the benefits of a national convention, such as professional and personal growth (See pp. 24–26, ESM, March, 1983) without extensive travel.

Many times the regional confer-

ences, because of the geographic and demographic similarities, are an excellent stepping stone to the national conference. Local chapter and vendor organizations can do an outstanding job of whetting the appetite for the would-be national conference delegate.

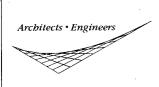
The regional conference can also be more personal to the participant, because it's easier to get the individual involved in some aspect of the conference and to talk one-on-one with NESRA leaders, personnel and associate members.

The fact that corporate names and vendor names are familiar to the delegate makes this participation easier.

If your region is holding a conference, get there as a delegate. Or better yet, get involved on a conference committee, they can always benefit from additional talent and input. If your region is not sponsoring a conference this year, contact your chapter or regional representatives to see if you can begin planning such a learning exchange for 1984.



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# **NESRA CALENDAR**

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson, CESRL (213) 354-5367 or Jim Mowery (213) 843-2858.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Sue Potter—(614) 227-6417.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets on the second Wednesday of the month. Contact Jerry Beverly—(216) 266-2264.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Pat Yandell—(214) 234-7679.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets on the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Rrecreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5000.

League of Federal Recreation Associations/ Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 496-6061. Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the third Thursday of the month. Contact Laura Davis—(713) 754-5825.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-3938.

Minnesota Employee Recreation and Services Council/ St. Paul, Minnesota, meets on the third Thursday of the month. Contact Ralph Ferrara—(612) 540-7370.

New York Industrial Recreation Directors Association/New York, New York. Contact Barbara Mansfield—(212) 623-4981

Oakland Industrial Recreation Association/ Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/ Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Antonio Corporate Recreation Association/ San Antonio, Texas, meets on the second Wednesday of the month. Contact Hector Luna—(512) 690-2311.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosho—(206) 621-6869.

**Toledo Industrial Recreation and Employees Services Council**/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

#### Conference & Exhibits

Region I Conference and Exhibit will be held October 20–22, 1983 at the Marriott Thruway Hotel, Rochester, New York. For more information, contact Scott Baker at 716/422-4101.

Region IV Conference and Golf Tournament will be held September 29–30 at the Jekyll Island Hilton Inn, Jekyll Island, Georgia. For more information, contact Don Strosnider at 803/725-2073.

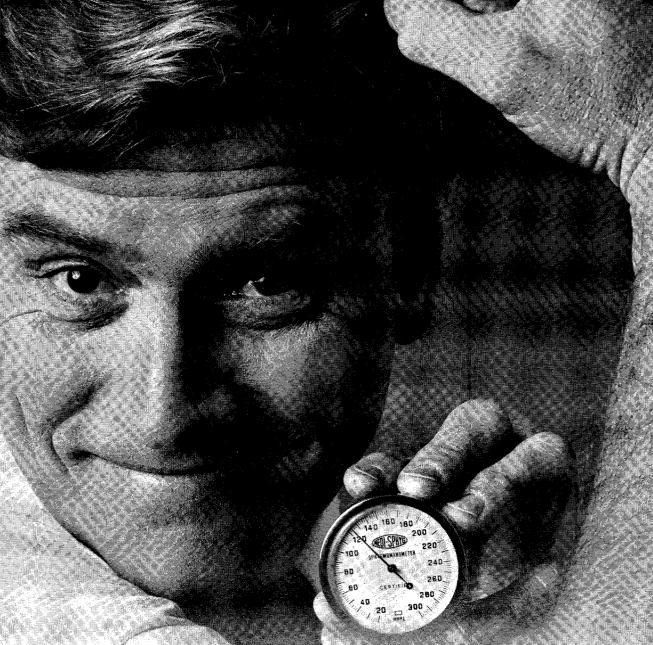
Regional V Conference and Exhibit will be held at the Minneapolis Hilton Inn, Minneapolis, Minnesota. For more information contact Jim Urich at 612/733-6079.

**Region VI Conference and Exhibit** will be held October 13–15 at the Sheraton Park Central Hotel, Dallas, Texas. For more information, contact Pat Yandell at 214/234-7679.

Region VII Conference and Exhibit will be held September 9–11, 1983 at the Sheraton Harbor Island, San Diego, California. For more information, contact Don Jones at 619/222-0411 ext. 792.

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JOURNAL OF EMPLOYEE RECREATION Management HEALTH AND EDUCATION

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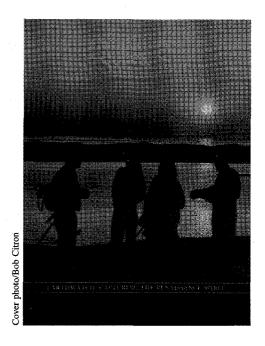


The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, nonnegotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Employee Services Management is only one of many services included in NESRA membership. Others include newsletter, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 2400 S. Downing, Westchester, Illinois, 60153. Phone: (312) 562-8130.



# In this issue . . .

All work and no play not only makes Jack a dull boy, but also makes him less productive and more prone to sickness, stress and job burnout.

Medical authorities laud travel as a necessary relief from daily stresses. Increasingly, corporations are encouraging employees to use their earned vacation days to provide a psychological relief from everyday pressures and a much-needed escape from the office or assembly line.

This issue of Employee Services Management is devoted to travel, a concept not unlike the school-time recess, which allowed for play and a psychological recharging for the employee-to-be.

Of course, the grown-up version of recess is somewhat different. Recess on the cement playground never entailed excavating the ancient monuments of Bulla Regia in Tunisia, or diving in the coral reefs of the Fiji Islands. But for those with a sense of adventure, a nonprofit organization called Earthwatch matches interested amateurs with prominent scholars, exploring the frontiers of knowledge all over the world. In his article, "Earthwatch: Capturing the Renaissance Spirit," Dave Damalouji asks us to consider the possibilities of an Earthwatch expedition: farmers can become archaeologists; computer operators, mapmakers; mothers, observers of dophin behavior. In addition, Mary Blue Magruder explains the communications, camaraderie and motivation that can develop from involvement in the Earthwatch program in her article, "An Employee's Peace Corps."

Also in this travel issue is an innovative and cost-effective method for companies to purchase vacation and recreation facilities, detailed in the article, "In VEBA They Trust," by Christopher Frey.

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# Employee Services JOURNAL OF EMPLOYEE RECREATION Management HEALTH AND EDUCATION

September 1983 ● Volume 26 ● No. 7

#### **Features** SEPARATE PATHS AND SIMILAR GOALS: TWO EMPLOYEE ASSOCIATIONS 10 By Geri Verderber, Editorial Assistant —Despite different rules, regulations and responsibilities, employee associations manage to deliver the bottom line for any employee program: improved morale. 12 EARTHWATCH: CAPTURING THE RENAISSANCE SPIRIT by Dave Damalouji, Editor, Line One For many, the ideal vacation is out-of-the-ordinary and far from passive. Earthwatch, a nonprofitorganization, matches scientists with volunteers on expeditions that send them to the front lines of inquiry to learn for themselves. 17 AN EMPLOYEE'S PEACE CORPS by Mary Blue Magruder, Director of Public Affairs, Earthwatch -Does a constructive, newsworthy, non-fattening and fun employee program exist? Yes, answers Earthwatch. 22 IN VEBA THEY TRUST by Christopher Frey, President, Christopher Frey Associates -Voluntary Employees' Beneficiary Associations utilize a little-known area of tax planning that enables companies to provide vacation and recreation facilities to their employees. IT'S SEPTEMBER. AND VISIONS OF SUGARPLUMS SHOULD BE 27 DANCING IN YOUR HEAD. by Brian E. Russell, Public Relations Director, Fun Services, Inc. —A planning guide for your company Christmas/holiday party. Columns 29 **EVIDENCE** by John Crossley, North Texas State University -Survey results from the Metroplex Recreation Council Corporation/Agency and Member Survey 31 FITNESS/HEALTH BULLETIN by Richard M. Brown, CESRA -'Fit' advice for the corporate traveler. 35 PRESIDENT'S OUTLOOK by NESRA President Stephen W. Edgerton, CESRA -When it comes to planning employee travel, let somebody else do it. **Departments NEWS IN BRIEF** 8 **NIRREF BRIEFS NESRA NEWS** NEW PRODUCTS AND SERVICES GUIDE 34 NESRA CALENDAR/AD INDEX 36





Journal of the National Employee Services and Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee services, recreation and fitness programs are essential to effective personnel management.

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- "SIX P'S OF PROFESSIONAL PRODUCTIVITY"—William T. Brooks, Vice President, Time Management Center, enlightens listeners to the six P's of productivity—Purpose, Patterns, Plans, Parasites, Performance and Persistence.
- "I OWE MY SOUL TO THE COMPANY STORE"—Randy Schools, CESRA, General Manager, Recreation and Welfare Association, National Institutes of Health, provides assistance in developing goals, objectives and procedures while appealing to today's consumer through a company store.
- "PROBLEM SOLVING STRATEGIES FOR EMPLOYEE SER-VICES AND RECREATION PERSONNEL"—Linda Hartsock, Ph.D., President, Hartsock Associates, discusses how situations become problems, input overload, decision-making models and strategies for coping with on-the-job problems.
- "VOLUNTEERS—THE SUCCESS OF OUR PROGRAMS"—
   A panel discussion that explores how every successful employee
   services and recreation program relies on the use of volunteers.
   This session addresses ways to motivate, work with and reward
   the volunteer.
- "CHAPTER DEVELOPMENT: WHAT'S IN IT FOR YOU?"
   Michael T. Brown, CESRA, Director of Marketing, NESRA, explains how to start a NESRA Chapter. Information is presented regarding bylaws, dues, organizational structure and benefits of chapter affiliation.
- "PERSONAL AND CORPORATE WELLNESS"—Donald B. Levitt, Ph.D., Stress Management and Performance Enhancement consultant, aims to increase awareness on the concept of total wellness—including psychological, vocational, avocational, social, educational and spiritual health.
- "PRE-RETIREMENT PROGRAMMING—CREATING YOUR FUTURE NOW"—Stanley and Verna Hayes, Life Design Associates, present a profile on pre-retirement education, training, and counseling. Topics include: background information for retirement programs, types of programs, typical costs incurred and achieving an effective program.
- "EMPLOYEE FITNESS PROGRAMS—WHERE DO I BE-GIN?"—John Bickley, Director of Fitness and Physical Education, YMCA of Columbus, supplies answers to the often-asked questions: "How much will it cost?", "Where do I start?" and "How do I justify a program?"
- "PLANNING FOR A CAREER IN EMPLOYEE SERVICES AND RECREATION" (student session)—John Rath, Manager of Employee Fitness Programs, Frito Lay, Inc., explains how a student can gain practical experience through internship programs provided by businesses and industries and explores the facts about the field of employee services and recreation.

- "HUMAN RESOURCES MANAGEMENT AND EMPLOYEE SERVICES—MEETING THE NEEDS OF TODAY'S WORK-FORCE"—Ray Walsh, Consultant, Human Resources Concepts, Inc., highlights the ever-increasing importance of the role of employee services and recreation in managing today's—and tomorrow's—employees.
- "AN EMPLOYEE PROGRAM THAT MAKES A DIFFER-ENCE"—Elaine Clark, Employee Assistance Counselor, Riverside Methodist Hospital, discusses how Employee Assistance Programs are becoming more common as employers realize the part they can play in helping employees deal with personal problems.
- "CURRENT ISSUES IN HEALTH: WELLNESS PROGRAMS IN INDUSTRY—ARE THESE PROGRAMS REALLY GOING TO MAKE IT?"—Beverly Ware, Ph.D., Health Education Programs Coordinator, Ford Motor Company, addresses issues in the implementation and management of health and wellness programs within an organization. Among the issues examined are program definitions and operations, the relationship of these programs to existing company activities and benefits—for employees as well as management.
- "SPORTS PROGRAMMING"—Jim Battersby, Executive Director, Lockheed Employee Recreation Club, provides a look at facility resources, scheduling techniques, risk prevention and first aid administration in the corporate sports program.
- "COMPANY-SPONSORED DAY CARE: EASING THE MINDS
  OF EMPLOYED PARENTS"—Marilyn Soloman, Vice President
  of Marketing and Research Development, ECLC Learning Centers, Inc., explains how company-sponsored day care solves the
  problem of finding proper care for children of working parents.
- "THE ART OF NEGOTIATION"—Dom Bucca, CPM, CESRL, Corporate Director of Purchases, Jamesbury Corporation, discusses how administrators can gain the upper hand in negotiating business transactions through the use of strategic negotiation.
- "PUTTING HIGH-TECH INTO YOUR RECREATION PRO-GRAMMING"—Becky Serey, Manager, Micro-Computer Services Group, Ohio State University, gives an in-depth look at how computers can enhance the administration of a recreation program with employee surveys, tournament scheduling, item sales and financial planning.

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# **NEWS IN BRIEF**

### Forty percent of NESRA Companies Offer Travel Programs

Las Vegas, Hawaii, Bermuda, Disney World and Mexico are among the most popular destinations in NESRA company travel programs. Nearly 40 percent of the NESRA member companies surveyed sponsor a travel program for their employees.

As expected, nearly all of those companies with travel programs offer discounts to their employees for theme parks and other local attractions. Half-day and one-day excursions were reported to be among the most popular with the employees and their families.

More than half of the respondents with travel programs offer individual travel packages to employees and 48 percent provide counseling or travel advice to program participants.

Sixty-one percent of the NESRA members with travel programs display travel information brochure racks in company cafeterias, lobbies or employee activity offices. The brochures assist the potential traveler in choosing a destination and comparing "package price" quotes.

Special interest groups provide another dimension of travel within the corporation. Ski clubs, diving clubs, fishing clubs and camping clubs within the company are the most common groups that organize trips independent of the company-sponsored trips. These special interest groups represent a smaller sector of the employee population sharing a common hobby or interest. By organizing trips themselves they, too, qualify for discount rates and group travel packages.

Regarding the packaging of their trips, almost seventy-four percent of NESRA members use pre-packaged tours.

Overall, the responsibility for packaging the trip is fairly equally distributed between the program coordinators themselves, retail agents and wholesalers. Eighty seven percent of the respondents indicated that for their programs, the destination of the trip is chosen first, while transportation, accommodations and other amenities are

selected later.

The NESRA travel survey also revealed that many companies are already planning next year's employee travel programs. Destinations for the programs trips are determined from a variety of sources, including input from committees as well as employee surveys and suppliers.

Finally, in the survey, NESRA members indicated strong relations with associate members. Eighty one percent of the survey respondents give consideration to NESRA Associate Member travel suppliers when planning their travel programs.

(continued on following page)

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# **NEWS IN BRIEF**

(continued from previous page)

# AMS Reports Salary increase for Managers

The annual base salary for managers in the U.S. increased 7.6 percent in 1982 to an average of \$27,861, while it climbed 4.6 percent in Canada to an average of C29,148, reports the 1983 Administration Management Society (AMS) in their Guide to Management Compensation. The extensive guide covers, 53,690 managers, 3,194 companies in 113 cities.

In another study, AMS found that 56 percent of U.S. companies are basing salaries solely on merit versus 57 percent a year ago. Another 32 percent offer raises founded on merit and general criteria, down four points from last year.

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# Run . . . For the BEST of Your Life

"Run... For the BEST of Your Life!" is the theme of this year's Running & Fitness Day festival, scheduled for October 9, 1983. Sponsored by the American Running and Fitness Association, this 13th annual event celebrates running, fitness, and the fun of exercise. The goal is to encourage people to enhance the quality of their lives through participation in a regular fitness program.

More than one million people ran, walked, danced, jogged, or otherwise exercised their way to better health on this day last year at hundreds of events across the country. An even larger turnout is expected in 1983.

Running & Fitness Day is held in cooperation with the President's Council on Physical Fitness and Sports, the Governors' Councils on Physical Fitness and Sports, the YMCA, the National Recreation and Park Association, American Podiatry Association, American Academy of Podiatric Sports Medicine, and the American Medical Joggers Association.

For more information about Running & Fitness Day, send a stamped, self-addressed envelop to "Running & Fitness Day," % the American Running and Fitness Association, 2420 K Street, N.W., Washington, D.C. 20037 or (202) 965-3430.

### Illinois Employees Keep Fit

Participants in Illinois Employee Fitness Day will be easy to spot on October 26; each employee engaging in a fitness activity will don a ribbon boldly stating: "I participated in Employee Fitness Day!"

Why such an emphatic boast? "Employees partaking in this day should be proud," said Jim Liston, Executive Director of the Illinois Governor's Council on Health and Physical Fitness, "because they are coming out ahead—healthier and happier."

After last year's great success with a statewide employee fitness day, Illinois' Governor James Thompson again proclaimed a day to urge every Illinois business to take part in some form of physical activity during the lunch hour or other appropriate time of day.

"The Fitness Day's purpose and goal is based on the sound and logical philosophy that fitness is good business," explained Liston, "An employee will be more content and productive if they know a company is interested in their health and is willing to take the initiative."

More than 50,000 employees participated in the 1982 Illinois Employee Fitness Day. This year, with the cooperation of the Chicago Association for Recreation and Employee Services (CARES) and Allstate Insurance Company, the Governor's Council is expecting ten to twenty more companies to join the fitness boom.

The Governor's Council urges that the company-sponsored activities on Employee Fitness Day be non-competitive and simple so more employees can get involved without disrupting the workday.

Ninety percent of the 1982 participants took part in a leisurely walk during the lunch hour. Other activities company's participated in on Employee Fitness Day '82 included: aerobic dance classes, swimming, bicycling and healthy back classes.

"The main objective of this day is to encourage businesses to get fitness established on an on-going basis," Liston noted. "We are especially aiming at those who have sedentary work styles and do not incorporate fitness into their daily routine."

The Governor's Council offers a list of program suggestions as well as information on organizing registration, monitoring activities, and medical considerations to all companies who need assistance in planning for the Fitness Day. Also, promotional kits are available for those interested in the event.

For more information about Illinois Employee Fitness Day on October 26, contact the Illinois Governor's Council on Health and Fitness at (217) 785-8216.

### **NEWS IN BRIEF**

#### Volunteer Medical Programs for Unemployed, Uninsured

Many doctors are volunteering their services to a growing number of free or cut-rate programs being offered by medical societies, hospitals and clinics around the country to meet the non-emergency health needs of Americans who have found themselves unemployed and uninsured, reports the American Red Cross.

But the Congressional Budget Office says unemployment has left more than 18 million Americans uninsured, many of whom do not qualify for aid under existing Federal programs such as Medicaid because they own assets such as cars, home furnishings, and life insurance policies.

#### Nearly Half of America's Teenagers and Adults Participate in Daily Physical Activities

A new survey sponsored by Miller Lite Beer and reported by the President's Council on Physical Fitness and Sports confirms what several other recent studies have found: nearly half of America's teenagers and adults now engage in exercise or sport several times a week.

Overall, 46 percent of the survey respondents said they participate in some form of physical activity every day, or nearly every day.

The participation rate is highest among young urban males, exceeding 66 percent. For all persons included in the survey, the participation rate is 58 percent for males and 37 percent for females.

The survey was conducted last October by a New York firm, Research & Forecasts Inc., and it involved a national sample of 1,319 persons aged 14 to 65 years.

Here are other survey highlights:

- 37% of the respondents are employed by companies that sponsor physical activity programs or events.
- Swimming is the most popular participant activity, followed by calisthenics, jogging, and bicycling.
- Participation in exercise and sports increases as education and income levels increase.
- Participation during school years correlates strongly with adult interest and participation.

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### **NIRREF BRIEFS**

#### **Fitness Training Project Approved for Funding**

"Fitness Training for Improved Opportunity and Job Performance", the proposed research project of Joyce C. Hogan, Ph.D., University of Tulsa, has recently been approved for funding by NIRREF, the National Industrial Recreation Research and Education Foundation.

Hogan plans to prove that where physical performance is a critical factor, employee fitness affects job opportunity, quality of work and job safety.

The proposed research project involves the development of a general fitness program geared to selected individuals in need of physical training for their current or future jobs. The physical exercise program would be focused on self-administered fitness training. Participants would be individually paced and could monitor their own progress.

According to Hogan, four phases will be constituted in the development of the fitness training program. The first phase involves examining criteria for the selection of occupations to study, such as the degree of physical work required, the possibility of physical incapability limiting employment opportunity, substandard performance occurring due to lack of fitness, and lack of fitness which could result in accidents or injury.

After the occupations are selected, the physical requirements necessary for performance will be analyzed. This method focuses on the most demanding tasks essential for performance, which, if performed adequately, could insure that physical tasks of less difficulty could also be performed.

The third phase entails developing activities for the program. These activities, selected on the basis of a content

evaluation of the tasks augmented in the previous phase, will be similar to the task's content so that training in one enhances performance in the other.

Finally, the program will be pilottested by using college students at various fitness levels. The students will be evaluated using a standardized fitness test before and after the six week program.

The resulting physical fitness program is envisioned to enhance and maintain physical performance in a variety of occupational specialities by incorporating training for strength, power, endurance and overall stamina.

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#### **NESRA NEWS**

#### **CESA Receives** Charter

"The Cleveland Employee Services Association's has one of the fastest growing chapters that has developed over a fairly short period of time," said Patrick B. Stinson, NESRA's Execu-



The CESA (Cleveland Employee Services Association) July meeting included the presentation of the chapter charter from Patrick Stinson, NESRA Executive Director. Shown in the photo are (l. to r.): Len Brice, NESRA Consultant; Patrick Stinson; CESA President Jerry Beverly, General Electric-LBG; and CESA President-Elect Judy Amendola, TRW, Inc.

tive Director.

For this reason, among others, Stinson presented CESA with an official charter at their July meeting establishing them as a NESRA chapter. The award was presented to CESA President Jerry Beverly of General Electric.

"CESA's a great success," Stinson added, "not only because of its sizable membership but also in terms of its well-organized structure."

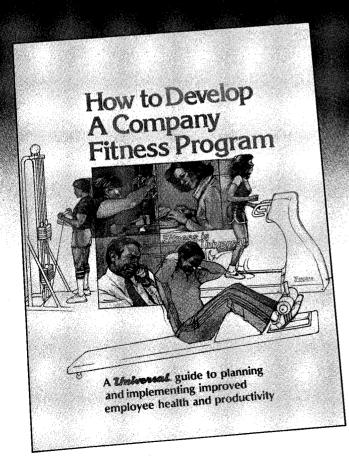
#### **Rochester Chapter** 'Official'

The Rochester Area Recreation and Employee Services Association (RARES) was presented their official charter on July 28 by NESRA's Director of Marketing Mike Brown, thus acknowledging the 66 companies and vendors as NESRA members.

Recipients of the charter were members of the RARES board of directors, all present at the Darien Lake, New York charter meeting: President Chuck Eckert, Wegmans Food Markets; Vice President Scott Baker, Xerox; Treasurer Jack Bloom, Bausch and Lomb; Secretary Sandy Clark, Wegmans Food Markets; and Associate Member Representative Rick Thomas of Darien Lake

Said RARES Vice President Scott Baker, Manager of Recreation Activities at Xerox, about NESRA's newest chapter, "We realize the vital need that is being fulfilled through our association-a need for not only fitness and health programs, but also for all the other benefits included in employee services."





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# Separate Paths and Similar Goals: Two Employee Associations

by Geri Verderber, Editorial Assistant

here are several roads that lead to the world's largest building, Sears Tower, in Chicago. Although each route requires the same amount of travel time, the roadside sights and sounds differ from Wacker Drive to Jackson Boulevard. Nonetheless, each road takes its traveler to the very same destination.

The same can be said of an employee association. Associations differ in size, structure and procedure, but they all achieve the common goals of planning successful activities and maintaining budgets.

#### **Electing the Leaders**

Just as the employee associations of Gilbert Associates, Inc., located in Reading, Pennsylvania and Honeywell, Inc. of Seattle, Washington, differ in size, so do their election procedures vary. Nonetheless, officers at both company sites emerge to successfully organize the employee programs, activities and events.

GAI, and Honeywell both hold annual elections in October. For the 3,000 members of GAI's association, a board of 24 directors is required. At Hon-

eywell, a board of five directors, including a president, vice president, second vice president, secretary and treasurer, is needed for the association's 1,200 members.

Teri Kay Mayo, discount chairperson at Honeywell, noted, "We usually have to go out and recruit people for the board. Many times we assign employees their positions without an election."

The larger workforce at GAI ensures that at least two candidates run from each of the 24 areas of the company for each board of director position.

The GAI recreation director, who is a full-time and salaried activity coordinator, distributes ballots in each physical area. The employees then complete the ballots and mail them back to the association's main office.

Like Honeywell, GAI's board of directors is comprised of volunteers. "Employees are very supportive of the association," explained Gwen Schatzman, recreation executive director at GAI, "and, because of this, the elections have always been efficiently and successfully carried out.

"Since GAI's elections have been a yearly event for 50 years, not much promotion is needed for the election," she added. "Election news is included primarily in our monthly newsletter."

Honeywell's association uses a different election approach by distributing flyers attached to the employee pay-



checks prior to the election.

"This method is used to remind—and hopefully attract—election participants," Mayo said.

The election committee at GAI handles the elections and counts votes. Since one-half of the board is elected each year for two-year terms, the directors not up for election handle the voting process. At Honeywell, the board of directors are elected for one year terms and, therefore, can run the election.

# Rules, Regulations and Policies

GAI's and Honeywell's nominees for the employee association's boards of directors need a supervisor's permission, and, of course an interest and ability to handle the association's duties. In addition, Honeywell requires that a nominee must be a company employee for one year prior to the election. GAI does not require one year's employment, but does allow board members to serve more than one term; at Honeywell, only the president is allowed to run twice.

Another difference between the associations is that GAI's employee association exists as a separate legal entity from the company, thus, discouraging company executives from exerting influence on the association. Also adhering to this policy is the rule that those holding jobs above department managers are prohibited from running for the board.

"In this way everyone feels they have an active role in policy and decisionmaking," noted Schatzman. "It's a great morale booster".

At Honeywell, Mayo has a different opinion about officer eligibility. "It's important that both upper and lower management serve on the board," she said. "This interaction brings both sides together instead of widening the gap between employee ranks."

#### **Funding the Programs**

From one association to another, funding procedures for activities may

also differ. GAI receives 40 percent of their funds from accumulate funds from company vending machines. Another 40 percent of expenses are charged to the company in a work order. The remaining 20 percent comes from corporate contributions of four dollars per employee.

Honeywell's association also receives funds from company vending machines, as well as the four dollar per employee contribution.

As for the remaining 40 to 50 percent, Mayo "goes out and drums up her own business."

"There are two leading contributors that help fund our association," she explained, "a Hallmark Jewelry discount program and the 1983 Entertainment® Books that are both available to members."

#### **Delegating the Duties**

A final method of comparing employee associations is to look at the

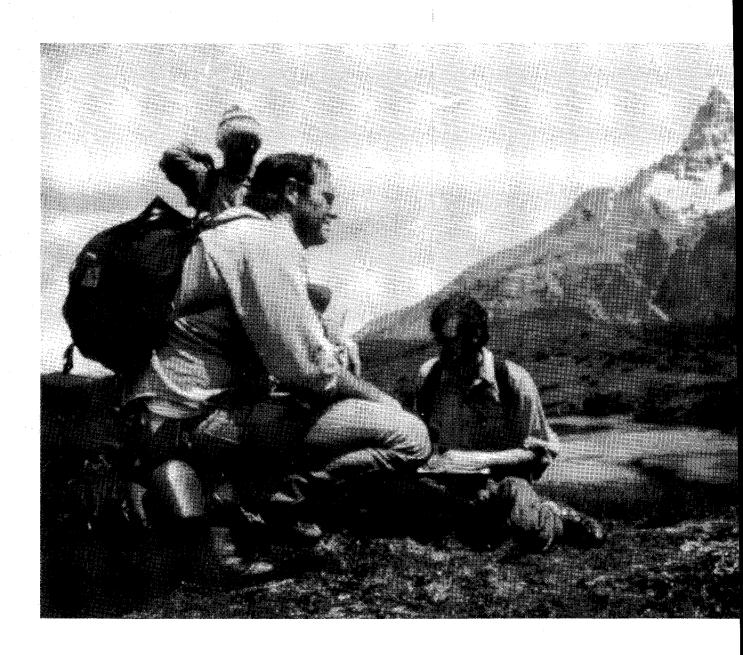
way various activities and responsibilities are delegated.

GAI has four standing committees: travel, recreation and planning, executive, and newsletter committee. Four to seven members, including the board of directors, sit on each committee.

Honeywell allocates responsibilities differently, though still as effectively as GAI. Each individual team takes responsibility for their own activities and members. "A chairman is appointed by the board for each team activity," explained Mayo, "which, in turn, stimulates group participation and planning."

midst all the differences—election procedures, rules and regulations, funding, and allotted responsibilities—the common denominator in all employee associations is employee interest and increased morale. And this interest and morale is evidence by both the Gilbert Associates and Honeywell employee association's long list of successful programs.





# Earthwatch: Capturing the Renaissance Spirit

by Dave Damalouji

Slogging through a choking mass of jungle vegetation, Daphne Gemmill and her party of four tediously work their way up a Galapagos Island mountainside searching for a trail to take them to the summit.

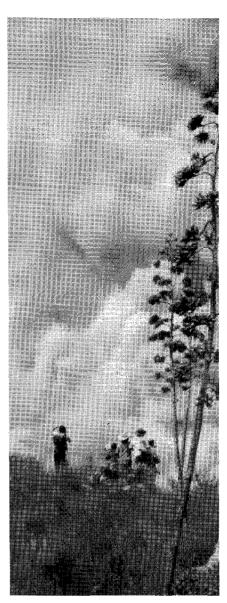
Mosquitos swirl around their heads. The thorny vines clutch maddeningly to arms and legs. The 100-degree heat is fiercely oppressive and the thick air makes breathing labored. Despite the arduous passage there is work to do, so they periodically stop to take sound recordings of the jungle birdlife. Twelve hours after they started, the foursome made camp at the top. The water supply had long since been rationed, but thankfully, someone had brought along some lemon wedges as a substitute.

The next day, Gemmill and her party worked their way back through the un-









yielding jungle and then traveled three hours more across hardened lava beds to the dinghy they left on the island's shore. Once aboard the home ship they gratefully stretched out on the deck to recuperate and recount their journey. The trail was never found, buy they were satisfied in knowing they had completed a difficult, but necessary, task. And they were probably the first people ever to explore that part of the Galapagos.

When you meet Daphne Gemmill sitting at her desk you are surprised by this story, because she is petite by any standards, hardly the sort to be blazing a trail through unchartered terrain. So how did this branch chief from the Environmental Protection Agency in Washington, D.C., find herself on a Pacific atoll hacking her way up a

mountainside?

She volunteered. Gemmill is one of 1500 people who annually forego a regular vacation to assist on scientific expeditions around the world. In 1979 she joined a research team that was studying the birdlife on the Galapagos Archipelago, the islands west of Ecuador that Charles Darwin made famous in his voyage.

For three weeks Gemmill's home was aboard a ship anchored a few hundred yards offshore. She, along with two scientists and several other volunteers, would arise daily at 6:30 a.m., work on the island until midmorning, then spend the rest of the day tabulating the results of their experiments, exploring, or performing any other duties that were necessary.

On the day of her memorable trip up

the mountain Gemmill and another volunteer were helping two scientists conduct an altitudinal transect—making sound recordings at different elevations on the island to measure the bird population.

She did this through an organization called Earthwatch, a non-profit outfit that mixes scientific expertise with amateur vigor. For a \$20 membership, people from all walks of life are eligible through Earthwatch to join up with scientists who need funding and willing

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Earthwatch expeditions send volunteers to the front lines of inquiry to learn for themselves. (On opposite page) Tracking the guanaco in Chile, (top left) photographing fish off Bonaire, (bottom left) looking for monkeys in the Peruvian rain forest, and (right) observing a volcanic eruption in Mexico.

#### Earthwatch

(continued from previous page)

hands to conduct field research. Volunteers pay a share of the cost for each expedition and their tax-deductible contributions cover the costs of housing and food as well as offset the expense of mobilizing the expedition itself.

Costs for individual expeditions range from \$545 to dig for prehistoric artifacts in the Arroyo Cuervo region of New Mexico to \$3650 to sketch and photograph the dwellings in the northwest provinces of China, an area previously inaccessible to Westerners. This year there are 83 expeditions sponsored by Earthwatch to research everything from animal behavior to volcanology.

"For people who don't want to spend their vacation lolling on a beach or gambling, I think Earthwatch is the ideal alternative," said Gemmill, who was on an expedition this summer assisting in an ongoing study of the snow goose population in Manitoba.

"I've become an avid bird watcher since my association with Earthwatch, so my interest in projects usually has a particular focus. But the criterion for choosing a trip is always the same: I want some change from my regular routine, a chance to do something constructive and helpful, and I want to see a part of the world that's off the beaten track."

About her Galapagos trek her memories are fond. "At the time we were fighting our way up the mountain and the heat was at its worst, I kept thinking, 'I paid for this?' But now I feel it is one of the highlights of my life; that a land lubber/office worker could face a situation like that, get through it no worse for wear and make a contribution to science."

Since 1971 Earthwatch has been similarly bridging the gap between scientists and the public, allowing housewives to help botanists collect plant samples and desk-ridden executives share in the pioneer charm of roughing it in the wild with graduate students.

For years the Massachusetts-based organization was a well-kept secret in the scientific community. But it has doubled its membership in the last three years as research funds from more traditional sources become scarcer and the



Volunteers measure Volcano Nyragongo in Zaire.



An Earthwatch participant talks to the animals in Hawaii.

public continues to be "hooked" on science. Earthwatch now boasts 12,500 members who contributed \$2 million in 1982.

"None of us knew that a renaissance in the public's interest in science was forthcoming," said Mary Blue Magruder, public affairs director of Earthwatch. "The success of programs by Carl Sagan and magazines like *Omni*, *Science* '83 and *Discover* shows you how enthusiastic the public has become. Cosmetic companies are actually promoting products on their scientific qualities, something once unheard of in advertising circles.

"Earthwatch has been riding the crest of this new-found popularity in science and I think we've gone a long way to dispel the notion that scientists and scholars are engaged in deep, mysterious projects that no one should be able to understand."

In rapidly increasing numbers, scientists are applying for Earthwatch funding through the organization's expedition clearinghouse, The Center for Field Research. The Center's board of advisors screens all the applications, accepting those which are adaptable to funding and staffing by volunteer teams. Of 400 proposals submitted last year, 83 were accepted by the Center and referred to Earthwatch for support. Naturally the scientific community is enthusiastic about the program.

"I think it's a fabulous organization to be associated with," says Dr. Margaret Collins, a zoologist at Howard University and a veteran Earthwatch expedition leader. Her project this year—to study how termites survive in Guyana's tropical rainforests—"would take at least three years to accomplish if we didn't have volunteers. With two Earthwatch teams we can complete our research in a matter of weeks."

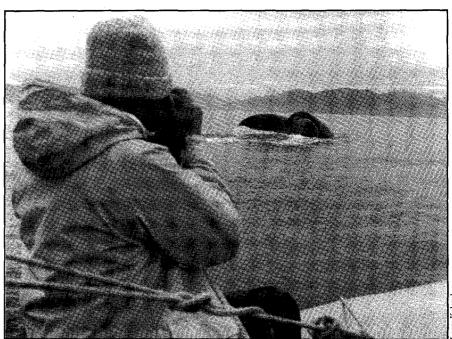
And lest the idea of locating, photographing and collecting termites sounds eccentric, Collins' studies on the insects and their chemical defense mechanisms have resulted in the discovery of previously unknown chemicals that are used in insecticides and spreading agents.

"I found that when you bring people together and give them an opportunity to contribute, the sense of achievement for both scientists and amateurs is tre-

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Sifting for artifacts at Baker Cave in Texas.



A camera-shy whale ducks into Alaskan coastal waters.

#### **Earthwatch**

(continued from previous page)

mendous. My past team members have been very productive. Every person pulled their load and participated beyond expectations. There's no way to get the same amount of willing, vigorous help from any other source," said Collins.

While it's not likely for volunteers to unearth anything like lost Inca treasures, there have been, nevertheless, some startling discoveries made on Earthwatch expeditions. In July, 1981 an expedition lead by Dr. Josephine





(Above) EPA Branch Chief Daphne Gemmill on Earthwatch: "There's something about being out in the open that makes you come back to your regular life with a sense of purpose." (Right) Embracing a guanaco under study in Patagonia.

Flood found a large gallery on cave printings in a remote section of the Koolburra Plateau of Northeastern Australia. They also found over 1,000 stone artifacts, among them tools, chisels and spear points, that perhaps date back to the Ice Age. A group exploring the Baja Desert in 1979 discovered more than a dozen animal species new to science, including a bivalve crustacean that live in rainwater pools. And on her Galapagos trip, Daphne Gemmill became the first person to photograph a Galapagos hawk as it struggled to make off with its prey. The hawk had killed an island booby, a feat ornithologists had often speculated about but never witnessed. Gemmill's photo is now part of the permanent collection at the

"It doesn't matter that we aren't involved in 'glamorous' work. We work and we work hard on these trips and I've found that the best outings are with people who bring more enthusiasm than expertise," said Dr. William Oberman, a Washington, D.C. pediatrician who has been on two Earthwatch expeditions that have taken him to Trinidad and Belize.

Charles Darwin Museum.

"I participate because I love to go places where no one goes. I enjoy being able to flop anywhere and roughing it. It's the complete change from a regular routine. I come back from these trips more rested and ready to resume my practice than I ever would be after a normal vacation."

"You can be as involved as you want to be on these trips," said Gemmill. "There's something about being out in the open that makes you come back to your regular life with a sense of purpose."

"And for me it's romantic, too. I was enthralled with the idea of Earthwatch ever since I picked up their catalogue one winter's day in New York and read about the expedition to track Bengal tigers.

"Earthwatch has a pretty good mix right now. The scientists need the money, eyes and hands of people to assist in their work. The volunteers need to do something different."

Bill Oberman has a little less practical outlook. "It's a spiritual thing for me", he says unabashedly. "I feel free when I go."

Reprinted courtesy of Line One.

# AN EMPLOYEE'S PEACE CORPS

BY MARY BLUE MAGRUDER
DIRECTOR OF PUBLIC AFFAIRS, EARTHWATCH

What other activity
can you offer employees
which is patently constructive,
newsworthy, non-fattening
and fun?

Whether you're responsible for travel planning, employee voluntarism, pre-retirement planning, corporate communications, fitness programs, or the lunch-hour brown-bag lecture series, there are advantages for you in the Earthwatch program.

As Brian Rosborough, President of Earthwatch, puts it, "It's a businessman's Peace Corps. What other activity can you offer employees which is patently constructive, newsworthy, non-fattening, and fun?"

This year hundreds of skilled Earthwatch volunteers will donate 300,000 hours to field scientists around the world. Many of these volunteers are corporate employees, using their problem solving talents and industrial training to get the job done. If your employees have skills in chemistry, drafting, surveying, statistics, computer programming, microbiology or even textile analysis, there are projects which can use their talents. Even more important are employees' hobbies: photography, carpentry, scubadiving, sailing, crafts, or mechanical knowhow. And every expedition can benefit from a good cook or two! The only requirement is flexibility, a willingness to work and learn, a sense of adventure, and a sense of humor. Everything else can be taught in the field.

Corporate voluntarism through Earth-

watch is good business. Here's why:

- Employee motivation—For the employee, short periods away from the desk afford executives, technical and clerical staff alike time to unwind, to revitalize their creative processes and recharge their batteries. An expedition sends volunteers to the front lines of inquiry to learn for themselves. There is no better antidote to job burnout than developing a sense of accomplishment in an activity apart from the job.
- Team Building—Earthwatch team size varies from five to fifteen individuals, 85 percent adults. Corporations may reserve entire teams for employee groups. You might choose a project in a foreign country where the corporation is planning new sales initiatives, where employee 'ambassadors' might make a favorable impression on the host country. Or use expeditions to train staff by placing them in the country as a non-tourist to learn about its cultural or wildlife resources. Although the research goals of the project are always foremost, the by-product of the experience is the psychological boost of working with a team to get a challenging job done.

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Team members compare notes on a coral reef study at Carriebow Key, Belize.

Pre-retirement Planning—Charlie Orso retired seven years ago as Vice President of Quality Control at Schering Corporation. Since then he's worked on ten Earthwatch expeditions, ranging from radio-tracking raccoons by night on an island off the coast of Georgia—"An ideal project for those who are used to the night shift!"—to a survey of endangered birds on the island of Hawaii.

"As a retiree, I wanted to plan ahead for activities which would couple my background in science with my love of the outdoors," he explains. "I like the challenge of meeting new people in a totally different situation. For many team members, Earthwatch gives them a chance to develop confidence in themselves, to try something they may have been afraid to do before."

Many retirees pick up enduring hobbies and new interests on projects. "Holding a bird in your hand when you've just been a backyard birder can transform someone into a 'dyed in the wool' birder. It happened to me!" Orso added.

• Corporate Communications—Employee recognition is a valuable tool in building employee loyalty. Many corporations have written up their employees' contributions to Earchwatch expeditions in internal newsletters and magazines. Such articles can make nice statements about the 'corporate culture' of your company.

Exxon, Union Carbide, Hercules, American Express, AT&T, Hewlett Packard, Polaroid, Digital Equipment, IBM, Eastman Kodak, and Sterling Drug are just a few of the corporations whose employee publications have carried articles about employee/volunteers. Employees of more than 300

major corporations have been involved in projects. These employees often make great speakers for lunch groups, travel clubs or even community organizations.

Employee voluntarism with Earthwatch makes newsworthy copy for outside magazines and newspapers as well.

"The volunteers' backgrounds often produce unexpected dividends for their projects . . . A petroleum geologist turned out to be a better map maker than any of the professional archaeologists on site; a computer programmer revamped the project's data storage system.

Newsweek, Aug. 1980, "The Diggers Who Chip In"

A membership in the non-profit Earthwatch for \$20 will get you the Earthwatch magazine, published three times a year, with full descriptions and photographs of all the expeditions sponsored. A telephone call to Blue Magruder at 617-489-3030 will let you know whether there is already a former volunteer who works for your company and who can help in the planning effort, and will assist you in planning the best way for your company to involve employees.

Resources available include film and videotape, flyers and posters, newsletter releases and photographs. In addition, the organization has an extensive network of scientists and volunteers who can serve as speakers.

Prospective volunteers complete a questionnaire on their background and interests, and upon acceptance by Earthwatch, they receive a 50–60 page briefing booklet, with details of the chosen project, and information on the Principal Investigator and his

or her staff. There is also a bibliography and helpful readings on the subject.

This year's magazine lists field projects all over the world, cross-referenced by discipline. You can help a study of small-scale agriculture in Belize, or join the excavations of Carthage in Tunisia. Volunteers are needed to study leatherback sea turtles in St. Croix, dolphins in Hawaii, or track the monarch butterflies in Mexico. Divers are needed for coral reef studies in Fiji and Bonaire, or to observe butterfly fish in Hawaii. And work continues on the magnificent red-crowned cranes in the People's Republic of China.

The downside risk is blisters. For more information, write:

Ms. Mary Blue Magruder

EARTHWATCH: The Research Corps

10 Juniper Road

Box 127c

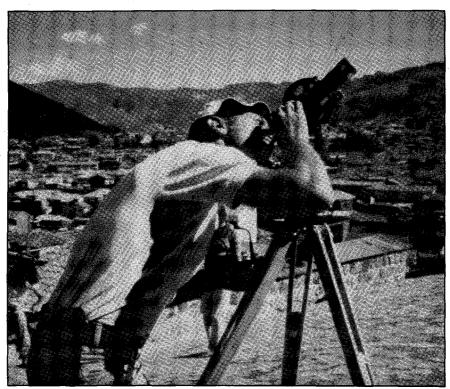
Belmont, Massachusetts 02178

Telephone: 617-489-3030 Telex: 951404





Volunteers set up a trap for insects in the jungle of Belize.



Earthwatch took this volunteer to Peru to study the astronomical alignments of Inca buildings.

The little littl

# TAKE OFF WITH NESRA ON THE WINGS OF

**MEMBERSHIP....** 

# **NESRA**

**NEW MEMBERSHIP CONTEST** 

September 1,1983 thru December 31,1983

RULES

- The top four prizes will be awarded to the individuals securing the most new NESRA general and/or organization chapter memberships. The remainder of the prizes will be awarded through a random draw. Contest entrants are automatically entered in the draw each time they enlist a new NESRA member. Bringing in 50 new members means 50 chances to win! Only one prize per individual.
- NESRA associate members are ineligible for the grand prize or the top three prizes. They are entered for the prizes in the draw ONLY.
- The NESRA membership committee will conduct the random draw on January 27,1984 from among all memberships received by the closing date. Their decisions are final. Verification of qualifying memberships will be under the supervision of NESRA Headquarters.

- The membership contest is open to all current NESRA members, except employees of NESRA Headquarters and its affiliates or advertising agencies. All taxes are the sole responsibility of the individual winners. By entry, winners consent to full commercial use of their names and photographs without further compensation.
- All entries must be postmarked between September 1, 1983 and December 31, 1983.
- ★ Membership will not be accepted or acknowledged without full remittance of the 1984 annual dues.
- All vacation packages will be awarded according to the contest rules. Other expenses incurred are the responsibility of the winners. VOID WHERE PROHIBITED BY LAW.
- All entries must be completed on the official entry blank below. Please duplicate as necessary.

OFFICIAL ENTRY BLANK

#### **NEW MEMBERSHIP FORM**

W MEMBER	₹:		
ME:	·		
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ONE			
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PE OF PRODU	JCT OR SERVICE_	<del></del>	
GENERAL	\$55.00 PER YE	AR	

REFERRED BY:
NAME:
TITLE
COMPANY
ADDRESS
CITY
ST
PHONE

Mail completed form with check to:

NESRA HEADQUARTERS 2400 S. DOWNING AVENUE WESTCHESTER, IL 60153

(SPELL OUT NAME PLEASE)

If general, are you interested in forming a chapter in your area?

CHAPTER

## AND LAND YOURSELF A GREAT PRIZE, TOO ....



On the wings of NESRA membership, and in the cabin of ALIA, the ROYAL JORDANIAN AIRLINE, you can soar to sight never before imagined: Vienna and Salzburg, Austria—the festive Europe. Round-trip air transportation between New York and Vienna and seven nights first-class accommodations for two in Austria's cities that inspired so many sounds of music make Europe only a new member away. Compliments of the AUSTRIAN NATIONAL TOURIST OFFICE.

**2** E E E



Fly away to beautiful Bermuda. Two round-trip airline tickets will show you why Bermuda is another world, compliments of **BERMUDA TRAVEL PLANNERS, Ltd.** 

1





A complete vacation to a destination of your choice, compliments of **EASTERN AIRLINES** and **STOUFFER HOTELS**. Imagine seven days and six nights at Stouffer's beautiful Pinelsle Resort in Lake Lanier, Georgia or a private suite, complete with hot tub, at The Cottonwoods, a new resort in Scottsdale, Arizona or stay in the capital city---Washington D.C. or any one of 21 other Stouffer cities.

328



Escape to a splash of the good life in Puerto Rico. Eight days and seven hights at the **CERROMAR BEACH HOTEL** are yours and a guest's---all to let you discover paradise at Cerromar Beach. Compliments of **REGENT INTERNATIONAL HOTELS.** 

### **OR....ONE OF THESE FANTASTIC PRIZES**

- Six tropical nights in Hawaii...
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  and three nights at the WESTIN
  WAILEA BEACH on the island of
  Maui for two persons.
- Accomodations for five days/four nights at any HILTON INN in the Orlando/Kissimmee area, for two.
- A week of fun for two at the BEACH CLUB HOTEL in Ft. Lauderdale, Florida.
- A three day, two night stay for two persons at HARRAH'S MARINA HOTEL CASINO in Atlantic City.

- A five day/four night stay for two at DISNEYLAND PARK in California or WALT DISNEY WORLD VACATION KING— DOM, park admission included.
- A 19" color remote Toshiba television from EMPLOYEE PRODUCTS.
- An Atari video system, courtesy of NAMCO.
- Telephones from NORTHERN TELECOM.
- A \$400.00 pair of yellow gold, diamond stud earrings from HALLMARK JEWELRY.

- A one week land package for two at the BEAVER RUN RESORT in the mountains of Breckenridge, Colorado.
- A stainless silver service for eight, courtesy of ONEIDA SILVERSMITHS.
- A bowling ball and shoes from BRUNSWICK RECREATION CENTERS.
- Each individual enlisting a new member between September 1,1983 and December 31,1983 will receive a small memento compliments of Creative Casters, Inc.—NESRA's way of saying THANKS for your support!



# IN VEBA THEY TRUST

by Christopher Frey, Christopher Frey Associates

VEBA . . . a tropical island with white sand beaches and turquoise harbors—somewhere near Martinique, right? Nature's answer to stress, dwindling morale, nascent health complaints?

No, not exactly. But "a VEBA" certainly appears to be the answer to one of the major dilemmas facing employee services personnel striving to initiate or expand programs and build

or acquire facilities: how do they pay for them?

A VEBA is a Voluntary Employees' Beneficiary Association—a tax-exempt organization set up under Internal Revenue Code section 501 (c)(9)—that provides for payment of life, sick, accident, and *other benefits* to members or their dependents or designated beneficiaries. A VEBA structures the ownership of vacation and recreation

facilities to take full advantage of the opportunities available through the Internal Revenue Code.

Because it is tax-exempt, requirements for membership in the association must be non-discriminatory, a restriction which fits perfectly with the philosophy of multi-strata involvement put forward by most recreation programs.

The key to why employee service professionals should be interested in the VEBA lies in the area of *other benefits* as described in the International Revenue Service's Exempt Organization's Handbook:

"The regulations provide that other benefits are those that are similar to life, sick, and accident benefits. A benefit is similar if:

- (a) it is intended to safeguard or improve the health of a member or a member's dependents, or
- (b) it protects against a contingency that interrupts or impairs a member's earning power.
- (c) The following are examples of permissible other benefits:
  - 1. Paying vacation benefits
  - 2. Providing vacation facilities
  - 3. Subsidizing recreational activities

#### ADVANTAGES OF A VEBA

A VEBA offers numerous tax and economic advantages, both short term and long term. Employee services professionals should not hesitate to educate their corporate benefit and tax departments about this approach, especially in light of the varied benefits that can be funded through the trust and the resulting minimization of risk to the corporation.

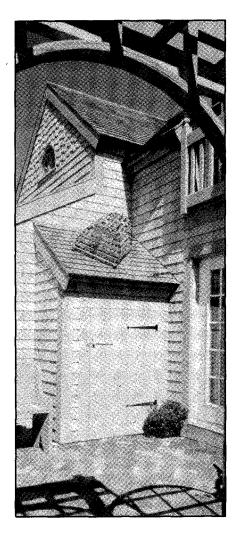
Thanks to NESRA and other organizations such as The President's Council on Physical Fitness and Sports,

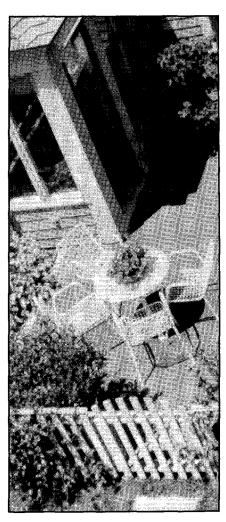
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#### **About the Author**

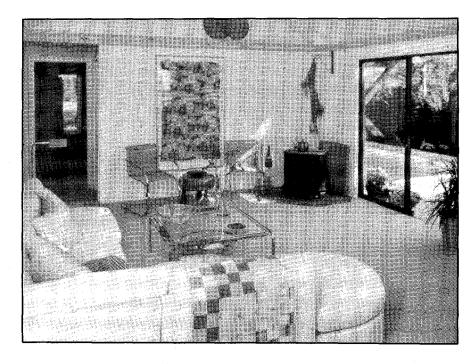
Christopher Frey, the President of Christopher Frey Associates, began his involvement in the resort business at age thirteen as a dishwasher in his grandmother's hotel in New York State's famed Catskill Mountains. Since then he has managed a small hotel in the United States Virgin Islands, marketed resort properties in the continental United States, and is currently involved in the development of an 84-unit resort condominium project in the Sugarbush Valley of Vermont. Mr. Frey consults to corporations, employee benefit specialists, and resort developers across the country on the planning and funding of employee vacation programs such as the one outlined in this article.

Christopher Frey Associates was an exhibitor at the 1983 NESRA Conference in Columbus, Ohio.





Through ownership of first class resort homes such as these at New Seabury on Cape Cod, employee's associations can provide luxurious vacations for their members at costs that rival those of group travel programs.



#### **VEBA**

(continued from previous page)

the benefits of recreation and fitness programs for employees are being quantified and communicated to board rooms with increasing success. When comptrollers exhibit real interest and want to know how much it will cost, employee services personnel should have some sound responses ready.

Many organizations have existing VEBA's, but almost none have been made aware of the provisions for funding recreation and vacation facilities that are addressed in this article. A corporation that is considering the purchase or construction of a recreation or vacation facility for its employees may choose to hold the property as a corporate asset, in which case it has no alternative but to capitalize the expenditure and deduct the cost over fifteen years. However, by establishing a VEBA that can hold title to the facility, the corporation receives a current tax

Holding facility as a

Total tax benefits

After tax costs

deduction for all contributions to the trust, effectively reducing the cost of the facility by a significant amount. (See Table A.)

The long term tax advantages of the VEBA are of great interest as well and will successfully blunt the argument put forward that the corporation should not relinquish control of the facility (and its investment) to an employees' group by creating a VEBA and should instead retain the facility as a corporate asset. If faced with an economic downturn, the corporation reasons, it could sell the facility and use the funds for other purposes.

As a practical matter, however, this same scenario could unfold with the VEBA in control of the assets. The trustees of the VEBA would be aware of and affected by the same economic conditions as the corporation and could trigger the sale of the facility, earmarking the gains for the purchase of fringe benefits such as supplemental unemployment insurance, health and accident benefits that are permissible under the VEBA regulations. These

Holding facility as a

\$ 512,500

benefits are most certainly necessary, even in the case of an economic slide, and the rules governing the VEBA make it possible for the sponsoring corporation to reallocate the funds it has previously budgeted for these benefits to other areas, thus accomplishing its stated goals.

No other 501 (c) organization provides this opportunity to reallocate the proceeds of a sale in this manner, so NESRA members who currently are using a 501 (c) organization should be aware that they are not all alike.

Because of the attractive tax benefits inherent in the VEBA approach to funding recreation and vacation programs, NESRA members in the public and non-profit sector may wonder what advantages they may derive from this method. Although the initial tax deduction for funding the trust clearly does not apply in these cases, the employees still benefit from lower costs and higher quality facilities, while the trust retains a property as an asset, and has the same options for cashing in on the appreciated value of the property.

# TABLE A Income Tax Treatment of a Recreation/Fitness Facility

corporate asset VEBA asset

Permitted depreciation Corporate funding of CFA's program \$1,025,000

 $(\$200,000 \div 5 \text{ years})$  \$40,000Permitted depreciation on land -0-

\$ 931,667

 Year 1
 \$93,333

 Total costs
 \$1,025,000

 less: tax benefits
 93,333

 less: tax benefits
 512,500

Savings (Year 1) to corporations through use of VEBA approach:

After tax costs

\$931,667 -512,500 \$419,167

NOTE: Corporate ownership of the property will provide future depreciation deductions.

# VACATION FACILITIES IN THE VEBA

The primary reason for setting up a VEBA to acquire or construct and to hold title to a recreation/fitness facility is to reduce the after-tax cost to the corporation for the program. The user fees charged by many programs would be relatively unaffected by this approach to funding since maintenance costs covered by these charges are not linked in any significant way to the form of ownership of the facility. Therefore the main cost-savings to employees are realized because they no longer need to join commercial health and fitness centers. In real terms, these savings are not substantial.

Employees can, however, save significant sums when the VEBA takes advantage of the provision in the regulations for "providing vacation facilities." Many NESRA members have been providing group travel programs for years, successfully dispatching employees to their favorite resort destinations at attractive group rates. But, upon closer examination, it becomes very clear that the VEBA provides a

much better way to accomplish these goals.

#### HIGHER QUALITY— LOWER COSTS

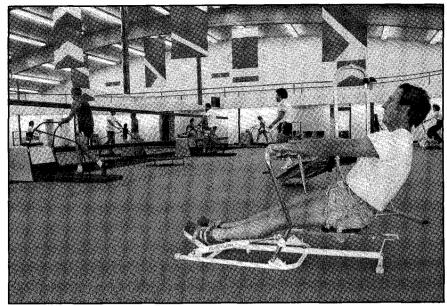
The most expensive component of any tour package is usually the lodging cost. Because the VEBA can use funds from both employer and employee contributions, it can purchase vacation facilities for cash provided by the employer or can leverage the purchase by using a contribution from the employer that covers the down payment, furnishings, and other start-up costs, and by then paying the annual indebtedness and maintenance costs with employees' contributions.

No matter how the purchase is structured, the employees still enjoy vacation accommodations that are much less expensive and far more luxurious than those that they can obtain through normal channels. (see Table B page 26.)

The logic at work here is the same logic that compels people and organizations to buy rather than rent—the accumulation of equity, the exercise of control, and the income tax benefits. Although this benefit is taxable to the employees and will appear as gross W-2 income, the impact will be minimal because the payment of maintenance and amortization by the employees will offset the increased income for tax purposes.

Commercial group travel plans simply permit you to rent a facility from a hotel/motel operator. In-house VEBA vacation programs permit an association of your employees to own and to build equity in the vacation properties that they are using.

In order to provide employees with the same diversity of destination choices available through group travel plans, a typical in-house vacation plan for 100 employees would feature two weeks of vacation at one of four resort properties (for example—a slopeside ski chalet or condominium, a beachfront villa, a condominium on the fairway, and a property in an entertainment-oriented destination such as Las Vegas, New York, or Atlantic City) with a scheduling system that would permit employees to alternate destinations from year to year. Resort condominium developments have management systems



The VEBA also provides the answer to funding recreation/fitness facilities.

in place and are usually able to provide all levels of service, from full hotel service to a simple once-a-week changeover at check-out time.

There are many significant ways that in-house vacation programs can be superior to commercial group travel plans. Because the VEBA owns the properties, employees are not faced with escalating rental rates, although maintenance costs will doubtless rise over the years, as reflected in the cash flow.

Travel agents earn (and you pay) a commission of from 10 to 20% on the lodging component of group travel packages; in a program sponsored by the employees' association, there is no commission to be paid on the lodging.

Package plans offered to employee groups are almost universally designed to serve the needs of the hotel operators—to fill up off-season weeks and to stimulate patronage of restaurants, coffee shops, and "Pay-as-you play" amenities and attractions.

Careful monitoring of group travel offerings will reveal that employee groups are often faced with the prospect of being housed in different, unfamiliar hotels each year, whereas inhouse programs provide on-going certainty as to the quality of the accommodations. This level of quality is perhaps the most outstanding feature of the in-house vacation program.

Compare the facilities featured in the photographs with the hotel rooms of-

fered through most group travel plans, and then look again at the cash flow that illustrates the costs of each.

For less money than employees spend on the hotel component of the group travel plan, they will stay in a completely furnished vacation home, with a fully-equipped kitchen, two or three bedrooms affording privacy to all familv members, and, very often an extensive resort amenity package at little or no extra charge. The cost-savings attainable through preparing occasional meals instead of eating out three times per day, through accommodating the entire family in one unit, and through having a variety of free on-premises activities make the in-house vacation plan arguably the most valuable recreation program that can be offered to employees.

A West Coast high-tech company, one of the country's leaders in recreation and fitness programs, is quietly shopping for an entire resort hotel to acquire to use in just this manner. Looking backward in history, the International Ladies' Garment Workers' Union's famed Unity House resort in Pennsylvania's Pocono Mountains has been hosting both members and nonmembers for over fifty years. Capitalist West Germany has countless examples of employer-subsidized resorts for workers.

As the make-up of the workforce changes, employee services profes-

#### TABLE B VEBA VACATION PROGRAM CASH FLOW ANALYSIS 2 Weeks Each 100 Employee Plan (1) No Rental Income 200 Weeks of Use (2) Employer Pays Down Payment & Furnishings (3) Employees Pay Maintenance & Debt 4 Condominiums (Properties) at \$150,000 (Average Price) Diverse Locations YEAR 3 YEAR 8 YEAR 9 YEAR 1 YEAR 4 YEAR 5 YEAR 6 YEAR 10 TOTALS EMPLOYER'S COSTS (Fundable Through Trust) 120,000 Down Payment at 20% 120,000 Furnishings at 12,000 48,000 24,000 72 000 Legal (set up trust) 24,000 8,000 Trust Administration 800 1,000 800 800 800 800 800 8,200 TOTALS (pre-tax) 177,000 800 800 800 24,800 800 800 800 800 208,200 88,500 400 400 400 (after-tax) 12,400 400 400 104,100 400 Costs Per Employee 886 124 1,042 Costs Per Week 443 521 EMPLOYEE'S COSTS Maintenance 21 780 23 958 18 000 19 800 26.354 28,989 31.888 34 077 37 485 41,233 283,564 Mortgage & Interest 65,976 65,976 65,976 65,976 65,976 65,976 65,976 65,976 65,976 65,976 659,760 85,776 87,756 92,330 97,864 83,976 89,934 94,965 TOTAL 100,053 103,461 107,209 943,324 Costs per Employee\* 923 950 979 1,000 9,434 1,035 1,072 Costs per Week 429 439 516 4,716 COMPARABLE RENTAL COSTS 2 Weeks at \$60/Day\*\* 840 924 1,016 1,237 1,361 1,647 1,812 1,993 13,445 Savings **-**0-66 219 314 411 518 647 777 921 4,011 \*Cost for 2 weeks at a \$150,000 condominium \*\*Cost for 2 weeks at a commercial hotel/motel

#### **VEBA**

(continued from page 25)

sionals must design programs that are in tune with the expressed desires of their constituents; for the bulk of American families with both father and mother working full-time, family vacations will become increasingly important as a time for the renewal and strengthening of the family unit.

For a different segment of the workforce, those between 18 and 34, the evidence about travel and vacation is already in—in a major travel survey conducted by the advertising agency of Oxtoby-Smith in 1979, seven of ten respondants in this age group said that "they love to travel" and that travel is "exceptionally rewarding and enjoyable."

NESRA members have been champions of recreation and vacation for many years. Fitness and recreation facilities for employees are sprouting up all across the country, and employee services professionals are negotiating daily for the funds to make their blueprints and program outlines come alive.

Unbeknownst to many of the members, and to their sponsoring organizations, the Internal Revenue Service and Congress have designed a way to encourage innovative recreation and vacation programs by establishing a system for favorable tax treatment of investments in this area.

It is vital that NESRA members gain an understanding of the ways that a Voluntary Employees' Beneficiary Association can be established and operated to fund the recreation and vacation programs outlined in this article. Employee services professionals, shareholders, management, and employees alike will benefit in countless measurable and unmeasurable ways from innovative uses of this new tool.

Special new Halloween, Thanksgiving & Christmas brochures available now!





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Street Address		
City/State		
Zip Code	Phone #	

September, 1983

# It's September.

# And Visions of Sugarplums Should be Dancing in Your Head.

by Brian E. Russell, Fun Services, Inc.

It's not exactly beginning to look—or feel—a lot like Christmas, unless, of course, you're the one responsible for planning the company Christmas party. In that case, autumn is the season for planning all that's jolly.

The following checklist is intended to give you a quick reference on "how to" shed that "all-business image" by planning and presenting a memorable family Christmas/holiday party for your employees.

When planning a successful employee Christmas/holiday party you should ask yourself the following questions . . .

# ☐ DO I KNOW WHERE TO START?

As a general rule, to begin planning any program you should first determine your primary and secondary audiences. In this case, your primary audience will be the children and your secondary audience your employees. (The media may also be a secondary audience if you're looking for a quick shot at good community relations.)

Therefore, in all of your plans, keep in mind that your program must please your primary audience . . . the children. Fortunately, in most child-centered programs pleasing the primary audience more than adequately pleases your secondary audience.

To please the younger audiences, two important elements must be maintained to ensure a successful program:

 A totally child-oriented program features maximum entertainment at a continuous tempo; and

Brian E. Russell is the Public Relations and Development Director for Fun Services, Inc., an organizer of employee picnics and parties and NESRA Associate Member located in Chicago.

A short program works best.

Before any details are set, you should secure the help of able assistants on this project. Business and social demands increase during the holiday season; undertaking a program like this on your own is unwise and headed for disaster.

A small committee made up of production and office representatives can help you plan and present the party. And by letting them handle many of the details, not only will you be free to pursue other important business functions, but you will also have a head start at pleasing your secondary audience by letting them be actively involved.

Now you're ready to begin. Just give your committee a budget, a little guidance and copies of this article to make sure they cover the remaining questions.

#### ☐ WHEN IS THE BEST TIME TO HOLD A HOLIDAY PARTY?

Psychologists tell us the "Christmas Fever" in children starts to reach its peak approximately two weeks before Christmas; the two weekends preceding Christmas, therefore, have the most potential for a successful party.

The national television networks seem to control most children's attention during the morning hours with their weekend programming. To avoid conflict and take advantage of the television entertainment and the good humor they create in children, the best hours for your party are between 1:00 p.m. to 5:00 p.m.; ideally, 2:00 p.m. to 4:00 p.m.

When the program must be repeated

because of the size of the group, it is best to plan a program lasting no more than an hour and a half, with that much additional time allowed between each performance. If the program is for children over six as well as adults, an early evening hour is feasible and acceptable

If the group to be accommodated is so large it cannot be handled on one day, programs continuing through the entire week may be necessary.

# ☐ WHERE SHOULD I HOLD THE PARTY?

Of course there are a lot of variables to consider when choosing a party location: group size, facility availability and type of entertainment.

Yet for the most effective good will results, the party should be held somewhere in the organization's facilities. Every child loves to see where his or her parent works.

If it is not feasible to hold the party on company grounds, have someone on the committee check into some of the local facilities including restaurants, churches, hotels, park districts, schools, theaters or fraternal halls. Be sure they check thoroughly whether the facility you choose meets your insurance needs as well as all local government requirements related to your program.

# ☐ HOW LARGE OF A FACILITY IS NEEDED?

The first thing the committee must determine is how many children will be expected. Committee members can get a good estimate of the number of

(continued on following page)

#### **VISIONS OF SUGARPLUMS**

(continued from previous page)

children coming to the party by circulating a combination invitation/questionnaire. This will bring answers from the employees or members as to the number, age and sex of the children each expects to bring. Such a survey is essential for planning space and for the intelligent purchase of gifts and refreshments.

#### **□ WHO WILL ATTEND?**

General experience reveals approximately the same number of boys and girls of each age group attend the parties year after year. Age groupings usually run as follows: 0–3 years make up 28% of the crowd; 4–8 years make up 40% of the crowd; and 9–12 years make up 32% of the crowd.

These figures are, of course, subject to change if your workforce is dominated by senior employees.

# ☐ HOW DO I KEEP THE CHILDREN ENTERTAINED?

It is important to keep a fast, continuous flow of active entertainment in order to maintain the children's interest. A successful party might open with a sing-along with Santa, then provide refreshments, then introduce the professional program and finally close with a distribution of holiday gifts. This format has the type of flow needed to hold the children's interest.

Opening with a "Santa sing-along" gives the children immediate active involvement in the party. It also saves any late arrivals the embarrassment of being late and interrupting a more serious form of entertainment.

With Christmas Fever running high, it is important for the children to receive something early in the program. Before the professional program begins, it is a good idea to serve the refreshments (soda, popcorn, cotton candy, etc.). Refreshments will help keep the children actively entertained while the next part of the program gets under way.

Your professional program should be one of the following: a fun fair/carnival, live entertainment or a movie.

Each of these forms of entertainment

have their own merits. A fun fair or carnival provides a wide-open gala atmosphere with each child having a chance to actively participate in all the games and win individual prizes. There are probably several local carnival companies in your area which can help plan and present this type of program.

Live entertainment such as magicians, acrobats or theater groups can be arranged through a local agency and provide a memorable show if kept at a fast-pace, carrying a Christmas theme. Remember, an hour long movie will tire the smaller children and cause a restless audience.

For help with securing entertainment, check your local yellow pages under the following: for customs sources—Custom Houses, Rental Stores and Theater Groups; for carnival sources—Carnival Supplies, Rental Stores and Gaming Houses; for refreshment supplies—Concession Suppliers, Carnival Suppliers and Restaurants (Fast Food); for entertainers and movies—Entertainment Agencies, Movie & Video Rentals and Libraries.

# ☐ WHAT ABOUT THE PRESENTS?

Generally it is wise to distribute the main presents at the end of the program. Otherwise, the opening of packages and excitement of seeing the toys can disrupt a well-planned program. If possible, gifts should be kept out of sight until the time for actual distribution. Door prizes might be given out during the program when everyone is seated and can see and hear this part of the program.

# ☐ HOW DO I SELECT THE GIFTS?

Proper selection of toys is perhaps the most important decision. Many organizations attempt to simplify this problem by ordering a so-called universal gift item, typically a mesh stocking or bag filled with candy and toys for children of all ages and both sexes.

The stocking generally contains such standard toys as a yo-yo, kaleidoscope, puzzles or games for older children; coloring books, crayons and balloons for younger children. Musical toys and candy are fine for children of all ages.

A stocking or bag simplifies selection and distribution of gifts but it does not satisfy everyone. Many groups prefer to order toys by age, group and sex. They add candy stockings and novelties such as balloons, for all kids. Some prefer gift-wrapped surprise packages; others give one toy to all the boys and another to all girls.

The best place to pick-up these type of gifts are at carnival and novelty supply houses.

# □ WHAT KIND OF DECORATIONS ARE BEST?

Color is the big thing in decorations. Brilliance and sparkle should be the keynote of the hall.

Create a festive atmosphere by having a live Santa who walks about the lobby as the children enter. He can stand near a brightly decorated tree and greet the children if it is convenient to the entrance. The walls of the lobby should be alive with decorations of paper Santas, tree cut outs, snow flakes and other suitable designs. Balloons and paper hats, candy canes and stars are all part of the decoration scheme.

Rental stores can be a great help at a big savings.

# ☐ REVIEW, REVIEW, REVIEW AND REWARD

Review the program over and over again, making sure you have an alternative plan for all possible problems. If you review and use the checklist, you and your committee can expect to present a program that will overflow with good will.

And as program coordinator, you should make sure some of that goodwill flows from you to your committee.

There will undoubtedly be a number of extra hours put in by your committee members. Those who help on the committees can be rewarded without too much expense by giving them an extra gift for their own use, by throwing a party to honor the committee, and by an adequate and public thank you . . . . but not during the program, please! It will only bore the children and make them restless.

### **EVIDENCE**

# by John Crossley, Ed.D. North Texas State University

Sixty-nine percent of the corporate members of the Dallas-Fort Worth Metroplex Recreation Council have an employee association. These associations' most popular programs include sports, fitness and discount programs; and they most frequently use city or school recreation facilities, athletic fields and commercial facilities to host their activities and events.

These were just some of the findings of the Metroplex Recreation Council (MRC) Corporation/Agency and Member Survey developed by John Crossley, North Texas State University, Pat Yandell, Northern Telecom, and Joni Greeson, formerly of Industrial Catering, to help plan future developments in the chapter such as the 1983 NESRA Region VI Conference, monthly meetings and social events.

Forty-two of the 68 MRC members responded to the survey. Most of these respondents represent organizations of less than 2,000 employees.

Some form of employee association or council can be found in 69 percent of the MRC corporations. Funding for employee services and recreation is provided by management alone in 44 percent of the companies; 28 percent are funded by both employees and management.

MRC companies utilize a wide range of facilities for the programs, activities and events. Among the most frequently used recreational facilities are: city or

John Crossley, Ed.D., is an Associate Professor of Recreation and Leisure Studies at North Texas State University. Crossley received his doctoral degree from the University of Utah in Commercial Recreation and also holds a masters degree in Parks and Recreation Administration from the University of Georgia. The Vice President for Programs of the Metroplex Recreation Council (A NESRA Chapter), Crossley recently completed a statewide survey on cooperative ventures between Texas commercial and public recreation facilities and has received a grant for a project on innovative revenue-producing techniques for parks.

school facilities, athletic fields, commercial facilities, tennis courts and meeting/multi-purpose rooms. In addition, 24 percent of the respondents maintain their own fitness facilities and recreation/activity centers. (See Table I.)

Sports teams, discount programs, fitness activities and company picnics and parties are the most popular programs within the responding organizations. Also, 27 percent of the MRC members reported they offer their employees arts, crafts and music programs; 24 percent reported they provide trips, educational programs and special interest/hobby clubs; and 21 percent coordinate outdoor recreation programs and Christmas parties and dinners. (See Table II.)

The Metroplex Recreation Council Survey also found that 41 percent of its members are volunteers in their employee services and recreation programs, 38 percent are full-time employee services professionals and 21 percent receive paid release time from another position for their involvement in the employee programs.

When asked what kind of educational programs would be of interest to chapter members at monthly meetings,

the following topics were favored by respondents: promotion/publicity, travel and group tours, employee surveys, discount programs, time and stress management, company picnics and parties, recruiting and managing volunteers, communication with management and law/liabilities.

The survey revealed that guest speakers were the favored type of program format and most MRC members participate in educational programs "for self-improvement," as opposed to university credit or professional certification.

Several activities ranked very high in interest for potential MRC member functions. Softball was the most popular choice (64%), followed by group outings (50%) and golf tournaments (45%).

Opinion was strongly divided regarding chapter services. There was unanimous support for an Employee Discount Program Guide; support for a Blood Bank Club and Scholarship Fund, however, was questionable.

Additional information was generated on interest in serving on the MRC board and various committees, as well as leads on prospective members. An

(continued on following page)

#### TABLE I

# METROPLEX RECREATION COUNCIL MEMBER FACILITY USAGE

Type of Facility Used	% of response
City or school facilities	42
Athletic fields	36
Commercial facilities	30
Tennis courts	30
Meeting/Multi-purpose rooms	27
Fitness facilities	24
*Recreation/activity centers	24
Outdoor areas/parks	.21
Swimming pools	18
Arts and crafts facilities	12
Golf courses	9
Other	30
(libraries, shooting ranges, campgrounds, jogging lanes, marinas, child care centers, racquetball shops, theatres)	

\*Note: Recreation/activity centers include meeting rooms, gym and/or fitness facilities, arts and crafts facilities, and other amenities.

(continued from previous page)

open-ended question concluding the

survey generated some very candid and

valuable observations and suggestions

about the chapter, including recom-

mendations for increased participation in group discussions at educational ses-

sions and chapter-sponsored travel pro-

grams, as well as commendations on the chapter's communications with members through flyers and newsletters and the MRC's social events. Since the MRC survey was conducted, attendance at chapter programs increased significantly. This may partially be the result of offering programs based upon the needs and interests expressed through the survey, according to John Crossley, developer of the survey and MRC Vice President for Programs, and it may be possible that the process of inviting members' input serves as a motivating factor in itself.

surveying their members for chapter insight. The complete survey form and result report are available for \$2.00 from

**EVIDENCE** 

John Crossley, North Texas State University, Division of Recreation and Leisure Studies, Denton, Texas 76203.

TABLE II

#### METROPLEX RECREATION COUNCIL **MEMBER PROGRAMS**

Program	% of response
Sports teams	76
Discounts	52
Fitness Activities	42
Picnics/parties	39
Arts, crafts, music	27
Travel	24
Educational Programs	24
Clubs	24
Outdoor recreation activities	21
Christmas parties/dinners	21
Golf	18
Swimming	. 15
Bowling	
Newspaper/magazine/newsletter	12
Other	39

Although the Metroplex Recreation Council (MRC) Corporation/Agency and Member Survey was designed specifically for MRC related concerns, other NESRA chapters may wish to consider

metroplex olympics, cook-offs, March of Dimes teamwalk, blood drives, racquetball/handball, United Way, Junior Achievement, fashion shows, rodeos, employee recognition banquets, Easter egg hunts, and Christmas service projects.

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# FITNESS/HEALTH BULLETIN

# Fitness and the Corporate Traveler



Richard M. Brown, CESRA Texas Instruments, Inc. NESRA Vice President Fitness and Health

Most employee services or company fitness directors tend to spend most of their time designing programs and developing facilities for employees who live and work near the company premises. There are many companies, however, who have a sizable percentage of their workforce on the road for most of their work week. For these corporate travelers, keeping fit is of great importance. Travel is, in itself, stressful, and where combined with irregular sleep and eating habits, can lead to lowered resistance and higher susceptibility to illness.

In companies with on-site fitness facilities, the promotional emphasis is getting employees into the habit of using those facilities on a regular basis. For employees who travel a great deal, this may not be the thing to do. Instead of creating dependence on the fitness programs and facilities, fitness directors should be helping employees to develop fitness and health habits, which they can practice on their own.

Basically, a recreation or fitness manager can offer three things to the corporate traveler: education, techniques and aids, and information.

#### Education

The start of any personal fitness/health

program is education. Most people are becoming more aware of what constitutes good health, nutrition and exercise habits through the increased amount of attention being paid to the subject by television, radio, newspapers and magazines. Those interested in doing something special for the company travelers might consider sending them some specialized publications such as the Executive Fitness Newsletter1 and Your Health and Fitness<sup>2</sup>. Or, you may compose a company educational newsletter of your own taking information from the many publications available from the American Heart Association or the Presidents' Council on Physical Fitness and Sports. Be sure to look for information pertinent to the traveler; for example, articles about how to cope with jet lag or, how to avoid digestive problems when traveling in foreign countries.

#### **Techniques**

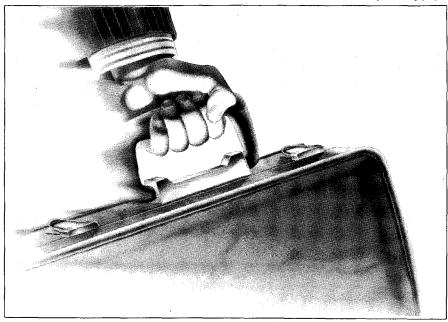
Once travelers are interested in taking care of themselves, recreation directors must teach them fitness methods and techniques that can be practiced everyday—regardless of where they are, who they are with or what the weather is like. This immediately eliminates fitness pursuits that require facilities, equipment or partners. Such things as tennis, racquetball, swimming, bicycling or rowing are difficult to do on a daily basis on the road.

Therefore, frequent travelers must be encouraged to derive their exercise from simpler pursuits such as walking or running, skipping rope or using simple portable fitness aids.

Running or walking, in particular, can be done anywhere in the world, without the need of a partner or any special equipment and, except for extreme conditions, in any weather or climate. Yet, even if conditions are really impossible, individuals can still run up and down stairs in the hotel or even run in-place while watching television.

Jumping or skipping rope is an activity that has gained popularity as an adult fitness regime because it provides

(continued on following page)



# FITNESS/HEALTH BULLETIN

(continued from previous page)

cardiovascular conditioning and at the same time strengthens the arms and legs and improves balance and coordination. An excellent program (and jump rope) has been developed by Bobby Hinds under the name LIFELINE<sup>TB3</sup>. It is available at most larger sporting goods stores.

LIFELINE<sup>®</sup>, EXERGENIE<sup>®</sup> and others had also developed various kinds of lightweight, portable equipment for strength conditioning. These utilize isokinetic techniques which can produce cardiovascular (aerobic) conditioning as well as muscular strength and endurance. They are generally low cost (less than \$50) and take up very little space in someone's luggage. Some companies purchase these items in quantity and either sell them at cost or loan them to employees.

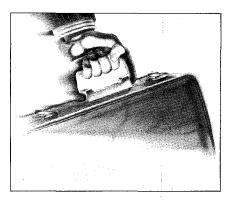
Two other areas of health-enhancement techniques are those related to stretching and relaxation. Stretching provides release from the tension and stiffness brought about by long hours of driving or sitting in an airplane. The resulting increase in flexibility helps to avoid many muscle-related pains and injuries. Bob Anderson—who is probably the world's expert on stretching—has published several books and pamphlets which demonstrate stretching techniques especially designed to help the traveler.

Relaxation techniques are so simple that some of them can even be practiced while waiting at those long airport ticket counter lines. The secret here is practice. Deep breathing, stretching and relaxing, mantra, or progressive relaxation all are simple to learn but must be practiced for at least 20 minutes a day if one is to achieve optimum results. The outstanding physical benefits, as well as the potential for stress management and control of hypertension make this well worth the effort for many of the classic 'Type A' corporate personalities.

For all of the above, one important fact must be realized. People cannot simply be told what to do; when it comes to fitness, they must be shown how to exercise regularly enough so these techniques can become part of their daily habits.

#### Information

In their quest to stay fit and healthy, frequent travelers often look for information on ways to exercise; healthy ways to travel and, healthy places to stay and eat. While they might be able to find this information on their own, it can be a long and laborious search. Recreation and fitness directors can do them a great service by gathering and compiling this information (by location) and making it available upon request.



For example, an employee traveling to New York City can learn of a place to stay if he or she wants to be close to running trails or wants the availability of swimming or workout facilities. The traveler can also benefit from suggestions on good restaurants that specialize in healthy cuisine such as seafood, and vegetarian meals.

Runner's World magazine periodically surveys its readership and then publishes-articles about runner's favorite places to run or eat. This is a good place to start compiling a "Health/Fitness Directory."

The health/fitness staff at Texins Association of Texas Instruments, Inc. in Dallas, has begun to gather such information and has come up with a few good examples of the kinds of things that some of our corporate travelers might find useful:

For non-smokers: A non-smoking airline—MUSE AIR—Head-quartered in Dallas and flying to several Texas cities; Non-smoking hotels—The Non-Smokers Inn—in Dallas and the Dollar Inn

in Albuquerque, New Mexico; and Thrifty Rent-A-Car, which has fifteen percent of their fleet of cars reserved for non-smokers.

- YMCA Health facilities are usually available on a day-pass basis. The cost varies but, at places like the downtown Dallas YMCA, it is ten dollars to non-members and this is reduced to five dollars for members of a YMCA in another city.
- The Phidippides chain of running shoe stores generally all have maps of good local running routes (measured) available free or for a very low cost. Downtown YMCA's can usually provide the same information.
- The Hari Krishnas operate some truly fine vegetarian restaurants in most major cities in the U.S.
- Many of the Westin hotels have fitness facilities or are in close proximity to (and have arrangements with) local facilities. A list of these can be obtained by writing Michelle Holter at THE WES-TIN BUILDING, Seattle, WA 98121.
- Special meals (vegetarian, no-salt etc.) are available on almost all airlines by ordering at least 24 hours in advance.
- The St. Regis—Sheraton Hotel in New York City has maps of the running trails in Central Park available at the Concierge desk.
- Most Mariott Hotels now have a "Good For You" menu available to guests, featuring fresh fruits and vegetables, whole grain breads and low fat, low salt entree selections.

For more information about fitness and the corporate traveler, write to Dick Brown at the Texins Association, 13131 Floyd Road, Dallas, TX 75243.

#### REFERENCES

- 1. Rodale Press Inc., 33 E. Minor St., Emmaus, PA 18049, Published by-weekly, \$30 per year.
- Curriculum Innovations, Inc., 3500 Western Ave., Highland Park, IL 60035, published 6 times per year.
- Lifeline Production and Marketing Inc., 1803 Regent St., Madison, WI 53705.
- Stretching Inc., Box 767, Palmer Lake, CO 80133.

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#### Goodmeasure Offers 'Toolkits' for Management

Goodmeasure, Inc., the Massachusette-based management consulting firm, now offers a series of five resource guides or "toolkits." Written by Dr. Rosabeth Moss Kanter of Yale and the professional staff of Goodmeasure, these publications provide articles, checklists, excercises, and diagnostic tools for managers who deal with a wide range of today's most pressing management concerns.

Strategic Planning for Human Resources assists human resource professionals in identifying human resource priorities, linking human resource department activities to business objectives, and marketing the human resource function. Productivity and the Management of Participation explains how popular buzzwords like "productivity," "participatory management," and "quality of work life" can be translated into an overall approach to organizational effectiveness.

The series also includes Stimulating Innovation in Middle Management, which reports results from Dr. Kanter's recent study of America's most progressive companies and how they effectively promote an enterpreneurial atmosphere in their organizations.

Other titles include Managing Growth and Job Power: A Career Success and Corporate Survival Kit for Women.

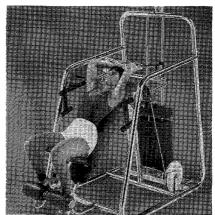
Each toolkit may be purchased separately, with prices ranging between \$49.00 and \$95.00. Discounts for multiple purchases are available.

For further information, contact: Goodmeasure, 330 Broadway, P.O. Box 3004, Cambridge, MA 02139 or (617) 492-2714.

#### Universal Introduces New Pullover Machine

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The Pullover's back support is slanted at a 45 degree angle and is padded and contoured to place the user in the optimum position for the exercise. The machine is upholstered in washable Naugahyde. Its seat and foot bumpers are adjustable to fit all users. The Universal Pullover machine requires a space of  $43'' \times 70'' \times 70''$  high.

Write for a free catalog: Contact Universal Gym Equipment, Inc., 930 27th Ave., S.W. Cedar Rapids, Iowa 52406. Phone: 319-365-7561, Toll Free: 800-553-7901.

# Pageant Releases New Program Directory

Free programs, entertainment, shows, films, concerts and speakers are listed and described in the new Directory of Free Programs, Performing Talent and Attractions published by Pageant Publishing Co.

The entire spectrum of live entertainment and programs is detailed in the Directory: world-famous bands, thrilling air shows, prominent and respected speakers, exhibits and exhibitions, films, audio-visual programs, sports events, stage performers, concerts, circuses and carnivals and a host of unusual, novel and unique attractions that can add substantially to any event

No funds are required (except in a few cases where nominal travel or postage expenses may be requested) for any individual, product or group listed in the Directory.

The Directory was researched and compiled by Robert D. Shelley, former Director of Communications for the 1982 World's Fair and public relations officer for the 1980 Olympic Winter Games, and co-authored by Eileen Shelley, a publications specialist with the 1980 Olympic Winter Games and Editor of the Official 1982 World's Fair Guidebook.

The cost of the Directory of Programs, Performing Talent and Attractions is \$75. The publication may be ordered from Pageant Publishing Co., P.O. Box 240334, Memphis, TN 38124.

# Mini-Game Timer for Sports

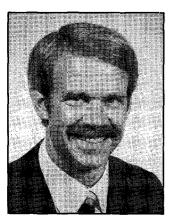
A miniature, pocket size, digital game timer has been introduced for distribution by Accusplit. The easily settable timer is ideal for game timing, school timing and anywhere a downcounter or "time-to-zero" timer is needed.

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# PRESIDENT'S OUTLOOK

# Let Somebody Else Do It



Stephen W. Edgerton, CESRA Xerox Corporation 1982–83 NESRA President

"Let somebody else do it" is not a statement you'd normally identify with a positive attitude or approach to a situation; nor is it the standard philosophy of employee services and recreation professionals. Yet, in the area of employee travel, the subject of this issue, it is an important statement.

Back in the "good ol' days," employee services administrators were concerned about arranged air flights, ground transfers, lodging, meals and all the niceties that make group travel programs successful. At that time, they also had to concern themselves with the

fact that they needed a certain number of people or the trip couldn't go.

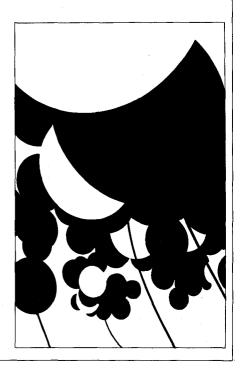
Fortunately, those days are gone forever. One of the primary reasons for the increase in popularity of employee travel is that there literally is someone to do it for you. Once the destination is set, you can leave the rest to a travel agent or obtain a pre-packaged tour from a wholesaler. By leaving the details to the travel experts, you can spend more time promoting the event within your company.

In addition, you can offer a week long trip (or longer) to a destination and be assured the trip will depart whether you have four or forty interested travelers. Or, you can schedule a three or four day weekend excursion through the local bus company and be certain the trip will be a reality regardless of the number of employees that step aboard.

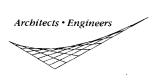
One of the most outstanding services you can offer your employees is a travel program. Travel is a service that reaches all segments of the diverse workforce and their families. It appeals to both the young and old, the athletes and non-athletes, and all ranges of educational and economic levels.

Yet, as in any other business, there is a range of quality service provided by a vendor. Even the splendor of a

Hawaiian sunset or the glamour of Paris can be spoiled by unpleasant transportation or uncomfortable accommodations. Therefore, it is imperative that before you start a program, ask a fellow NESRA member about a travel supplier's experience, seek information from an associate member or request assistance from NESRA headquarters about a vendor in your area. In this way, you'll be sure to send employees on a memorable travel experience.



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# **NESRA CALENDAR**

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson, CESRL (213) 354-5367 or Jim Mowery (213) 843-2858.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Sue Potter—(614) 227-6417.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets on the second Wednesday of the month. Contact Randi Lomis—(216) 692-6460.

**Dallas-Ft. Worth Metroplex Recreation** Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Pat Yandell—(214) 234-7679.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets on the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Rrecreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5000.

League of Federal Recreation Associations/ Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 496-6061. Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the third Thursday of the month. Contact Laura Davis—(713) 754-5825.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-2461

Minnesota Employee Recreation and Services Council/ St. Paul, Minnesota, meets on the third Thursday of the month. Contact Ralph Ferrara—(612) 540-7370.

New York Industrial Recreation Directors Association/New York, New York. Contact Barbara Mansfield—(212) 623-4981

Oakland Industrial Recreation Association/ Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/ Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rochester Area and Employee Services/Rochester, New York. Meetings on the last Thursday of the month. Contact Sandy Clark—(716) 328-2550 ext. 5570.

San Antonio Corporate Recreation Association/San Antonio Texas. Meets on the second Wednesday of the month. Contact Hector Luna—(512) 690-2311.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosho—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

**Tri-County Industrial Recreation Council/Santa** Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

#### Conference & Exhibits

Region I Conference and Exhibit will be held October 20–22, 1983 at the Marriott Thruway Hotel, Rochester, New York. For more information, contact Scott Baker at 716/422-4101.

Region IV Conference and Golf Tournament will be held September 29–30 at the Jekyll Island Hilton Inn, Jekyll Island, Georgia. For more information, contact Don Strosnider at 803/725-2073.

Region V Conference and Exhibit will be held at the Minneapolis Hilton Inn, Minneapolis, Minnesota. For more information contact Jim Urich at 612/733-6079.

**Region VI Conference and Exhibit** will be held October 13–15 at the Sheraton Park Central Hotel, Dallas, Texas. For more information, contact Pat Yandell at 214/234-7679.

#### AD INDEX

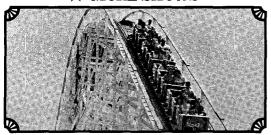
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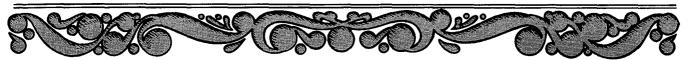


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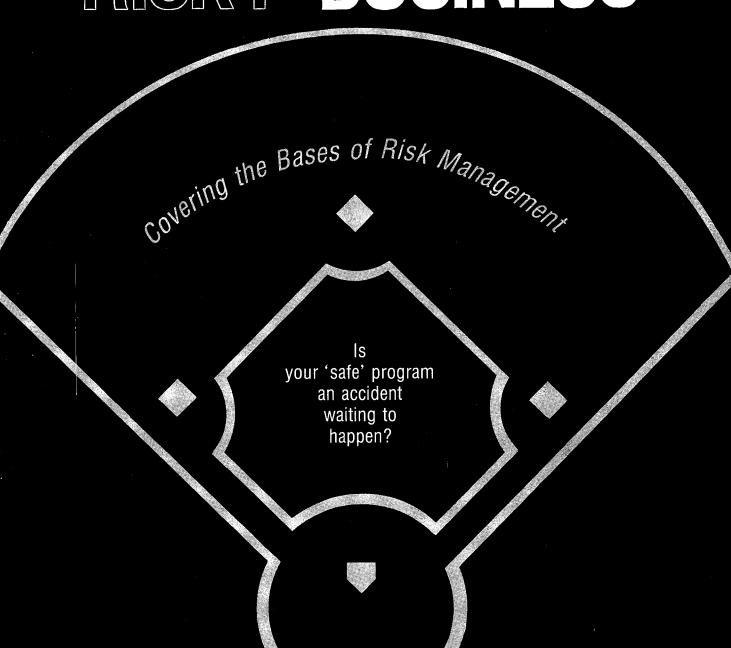


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# RISKY BUSINESS



# NESRA

# Services and Activities

#### **Purpose**

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

# Services and Activities

EMPLOYEE SERVICES MAN-AGEMENT—Published 10 times a year. A stimulating, useful, howto-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to EM-PLOYEE SERVICES MANAGE-MENT, Keynotes, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests— Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NESRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

# Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$12 annually or \$1.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office. POSTMASTER: send form 3579 to 2400 S. Downing, Westchester, IL 60153.

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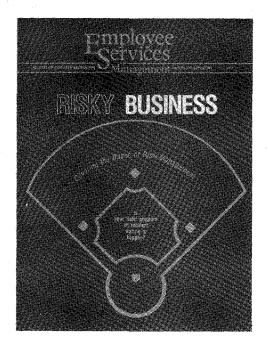


The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, nonnegotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Employee Services Management* is only one of many services included in NESRA membership. Others include newsletter, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 2400 S. Downing, Westchester, Illinois, 60153. Phone: (312) 562-8130.



# In this issue . . .

Any champion in the boxing ring can tell you the importance of keeping both eyes open throughout the entire 15-round bout. Because when you lose your guard for even a second, you become an open target for blindside punches.

In the corporate ring, particularly in the employee services and recreation corner, you must also keep your eyes open, always anticipating risks inherent in programs and activities. Because the unexpected can and often does happen, you can avoid those blindside punches by practicing risk management.

"Is your 'safe' program an accident waiting to happen?" asks this month's cover story, "Risky Business." This article highlights cases brought against companies and offers tips to cover the bases of risk management to keep you out of the courtroom.

Cultivating "The Art of Negotiation" can keep you in control and, thus, reduce your risks in business deals with suppliers. You don't have to take everything you get, argues this article, and you don't have to settle for less than you want.

If what you want, however, is a corporate wellness program you're likely to receive several key benefits: a healthy workforce, while "Reducing Your Insurance Risk," another feature in this issue.

Finally, ESM takes a look at the present state of participation management, which was once thought of as a risky venture for American companies. Such programs are on the rise and coincide with the basic philosophies of employee services and recreation. The article, "The Great Equalizer" explores existing participation management programs, where the top brass and grass roots get equal time.

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# Employee Services JOURNAL OF EMPLOYEE RECREATION Management HEALTH AND EDUCATION

#### October 1983 • Volume 26 • No. 8

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Journal of the National Employee Services and Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee services, recreation and fitness programs are essential to effective personnel management.

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- "DEVELOPING PEAK PERFORMANCE—BUILDING FOR EXCELLENCE"—Charles A. Garfield, Ph.D., Psycholgist, Educator, Writer, presents a comprehensive program for achieving and maintaining optimal performance and productivity.
- "SIX P'S OF PROFESSIONAL PRODUCTIVITY"—William T. Brooks, Vice President, Time Management Center, enlightens listeners to the six P's of productivity—Purpose, Patterns, Plans, Parasites, Performance and Persistence.
- "I OWE MY SOUL TO THE COMPANY STORE"—Randy Schools, CESRA, General Manager, Recreation and Welfare Association, National Institutes of Health, provides assistance in developing goals, objectives and procedures while appealing to today's consumer through a company store.
- "PROBLEM SOLVING STRATEGIES FOR EMPLOYEE SER-VICES AND RECREATION PERSONNEL"—Linda Hartsock, Ph.D., President, Hartsock Associates, discusses how situations become problems, input overload, decision-making models and strategies for coping with on-the-job problems.
- "VOLUNTEERS—THE SUCCESS OF OUR PROGRAMS"—
   A panel discussion that explores how every successful employee
   services and recreation program relies on the use of volunteers.
   This session addresses ways to motivate, work with and reward
   the volunteer.
- "CHAPTER DEVELOPMENT: WHAT'S IN IT FOR YOU?"
   Michael T. Brown, CESRA, Director of Marketing, NESRA, explains how to start a NESRA Chapter. Information is presented regarding bylaws, dues, organizational structure and benefits of chapter affiliation.
- "PERSONAL AND CORPORATE WELLNESS"—Donald B. Levitt, Ph.D., Stress Management and Performance Enhancement consultant, aims to increase awareness on the concept of total wellness—including psychological, vocational, avocational, social, educational and spiritual health.
- "PRE-RETIREMENT PROGRAMMING—CREATING YOUR FUTURE NOW"—Stanley and Verna Hayes, Life Design Associates, present a profile on pre-retirement education, training, and counseling. Topics include: background information for retirement programs, types of programs, typical costs incurred and achieving an effective program.
- "EMPLOYEE FITNESS PROGRAMS—WHERE DO I BE-GIN?"—John Bickley, Director of Fitness and Physical Education, YMCA of Columbus, supplies answers to the often-asked questions: "How much will it cost?", "Where do I start?" and "How do I justify a program?"
- "PLANNING FOR A CAREER IN EMPLOYEE SERVICES AND RECREATION" (student session)—John Rath, Manager of Employee Fitness Programs, Frito Lay, Inc., explains how a student can gain practical experience through internship programs provided by businesses and industries and explores the facts about the field of employee services and recreation.

- "HUMAN RESOURCES MANAGEMENT AND EMPLOYEE SERVICES—MEETING THE NEEDS OF TODAY'S WORK-FORCE"—Ray Walsh, Consultant, Human Resources Concepts, Inc., highlights the ever-increasing importance of the role of employee services and recreation in managing today's—and tomorrow's—employees.
- "AN EMPLOYEE PROGRAM THAT MAKES A DIFFER-ENCE"—Elaine Clark, Employee Assistance Counselor, Riverside Methodist Hospital, discusses how Employee Assistance Programs are becoming more common as employers realize the part they can play in helping employees deal with personal problems.
- "CURRENT ISSUES IN HEALTH: WELLNESS PROGRAMS
   IN INDUSTRY—ARE THESE PROGRAMS REALLY GOING
   TO MAKE IT?"—Beverly Ware, Ph.D., Health Education Programs Coordinator, Ford Motor Company, addresses issues in
   the implementation and management of health and wellness programs within an organization. Among the issues examined are
   program definitions and operations, the relationship of these programs to existing company activities and benefits—for employees
   as well as management.
- "SPORTS PROGRAMMING"—Jim Battersby, Executive Director, Lockheed Employee Recreation Club, provides a look at facility resources, scheduling techniques, risk prevention and first aid administration in the corporate sports program.
- "COMPANY-SPONSORED DAY CARE: EASING THE MINDS
  OF EMPLOYED PARENTS"—Marilyn Soloman, Vice President
  of Marketing and Research Development, ECLC Learning Centers, Inc., explains how company-sponsored day care solves the
  problem of finding proper care for children of working parents.
- "THE ART OF NEGOTIATION"—Dom Bucca, CPM, CESRL, Corporate Director of Purchases, Jamesbury Corporation, discusses how administrators can gain the upper hand in negotiating business transactions through the use of strategic negotiation.
- "PUTTING HIGH-TECH INTO YOUR RECREATION PRO-GRAMMING"—Becky Serey, Manager, Micro-Computer Services Group, Ohio State University, gives an in-depth look at how computers can enhance the administration of a recreation program with employee surveys, tournament scheduling, item sales and financial planning.

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## **NEWS IN BRIEF**

### Healthy Workforce Saves \$50,000 In Employee Medical Expenses

Fifty thousand dollars in employee medical expenses was saved over the course of six months by a Binghamton, New York manufacturer, reports the Cambridge Associates. The president of the firm sponsored a  $2\frac{1}{2}$  mile road race in an effort to encourage healthier habits among his employees. Cash prizes as high as \$200 were awarded to participants. The total cost to the chief executive, who found the event eminently worthwhile, was a mere \$8,000.

# **Quality Circles Work** for Every Collar Color

Quality circles aren't just for workers on the line, according to the Bureau of Business Practice, Waterford, Connecticut. They can be used to tackle white-collar productivity and quality problems, too. A case study by BBP of a large, California-based manufacturer found that the company slashed an 80 percent paperwork error rate to 5 percent when it developed a quality circle. The key, according to BBP, was a circle made up of managers from different levels and departments, giving the company a good vertical and horizontal mix of people, each with a certain area of expertise and a certain viewpoint. The high level of communication that resulted, according to BBP, allowed the marked improvement in white-collar performance.

# Population Continues to Surge

The Population Reference Bureau warns against complacency about world growth problems on the basis of "muchheralded fertility declines." The Washington-based research organization says the drop is limited to some developing countries, but death rates are also falling, and "the great population surge that began after World War II is continuing." Of particular concern, the

Bureau says, is an increase "in those countries and regions that can least provide for their burgeoning populations."

The number of people in more developed countries is expected to grow to 1.2 billion from the present 1.1 billion by the end of the century, while the total population of less developed nations is projected to reach 6.4 billion, compared with the present 3.5 billion,

lion. For example, the population of six northern European countries will, over this period, increase from the present 82 million to 84 million, while the population of 17 East African countries will rise from 146 million to 249 million.

(continued on following page)

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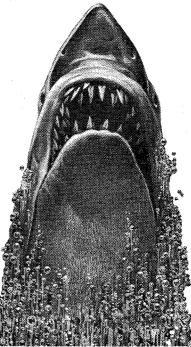
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## **NEWS IN BRIEF**

#### **Business Before** Pleasure at Today's Hospitality **Suites**

Trade show hospitality suites are no longer the extravagant bone tossed to potential clients that they once were, according to a recent article in the Wall Street Journal. Many have instead become a site for the hard sell, where business now takes precedence over pleasure. Such large companies as Monsanto and Honeywell have both succeeded in pushing products rather than pina coladas at their suites. The intimacy of the setting allows company representatives to better describe products, to avoid interruptions, and to pack the suite with satisfied customers, says one executive.

#### **Olympic Gifts Discount Program** Available to **NESRA Members**

NESRA member companies can now participate in the American Olympic movement by selling official 1984 Olympic collectibles to their employees. This new merchandise program, coordinated by NESRA's Region VII and Universal Promotions USA, enables companies to support the athletes of the XXIII Olympiad, while they provide their employees with discounted products and raise funds for their own programs and their professional organization, NESRA.

Through membership in NESRA, companies can purchase these collectibles and offer them to their employees at a discounted price not available to the general public. The Olympic gifts feature the Stars in Motion, the official symbol of the Summer Olympics, and Sam the Olympic Eagle, mascot for the 1984 summer games. Plaques, mugs, clocks, plates, pins, caps and more are available through this discount program.

As a direct result of a pilot program launched by two companies in Region VII, NESRA received a \$2,000 donation at the Region VII Conference and Exhibit held last month.

Flyers detailing this program were mailed to the NESRA membership in late September. For more information on the Olympic merchandise program, contact Bill Ranney, Home Savings and Loan, 3731 Wilshire Blvd., Los Angeles, CA 90010, 213/385-1900 or NESRA Headquarters.

#### **Temporary Services Booming**

The "flexible work force" is at an all-time high, and is one of the three fastest-growing businesses in America, behind only the computer and healthcare industries, according to a survey by Adia Temporary Services, Menlo Park, CA.

The temporary labor pool now employs more than 3.5-Million and generates over \$5-Billion annually, according to data from 1,441 companies.

# How a 100-year-old helps your business stay healthy and safe.

This 100-year-old is the American Red Cross. That's right. And Red Cross is helping businesses like yours stay healthy and safe with CPR—cardiopulmonary resuscitation—a first aid method for sustaining life when a heart stops beating and breathing stops. And it happens every day. If it happened to an employee on the job, would you... would anyone know what to do until help arrived? Permanent brain damage or death can result in a matter of minutes ... unless someone there knows CPR.

You'll breathe a lot easier knowing your business has CPR-trained people on hand—maybe one for every 50 people. You already have the manpower, and training doesn't take much time. Red Cross can train one of your employees to become an instructor certified to teach CPR classes in your company.

Find out more about CPR training. Call your local Red Cross chapter today.



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## **NIRREF BRIEFS**

#### Only Through Education Can Progress Be Made

In the human resources field, the task for future leadership will greatly depend on each professional's educational progress. The need to assist, direct and work with people requires a specialized leadership that is, unfortunately, in short supply. The confrontation between management and their people must be dealt with fairly, openly and with professional expertise.

There are tendencies in business to revert back to early practices in handling people, neglecting their needs, especially when economic conditions worsen. During periods of prosperity, there appears to be much more attention paid to employees' needs, wants and attitudes. Recessions and depressions are not only regressive times for business, but are different periods for employee recognition and rights. Each recession cycle becomes a learning experience that is not forgotten by those involved.

When personnel practices ignore the needs of employees, management, too, will suffer in their productivity, quality workmanship and profits. And, as a country's economy improves, past personnel practices continue to have a bearing upon the retention of the better and more skillful workers—be they white or blue collar employees.

Because of this, management must understand personnel administration as a factor of profit and loss. They must extend their research techniques to include all aspects of personnel operations. As each business cycle occurs, it becomes another evaluating test of each company's personnel expertise.

NESRA has had a most significant role in the employee-management movement and the years ahead will prove more demanding on the employee services and personnel professions. Human resources managers must prepare themselves for this transformation, which brings with it added responsibilities. Routine work will, and must be, simplified as well as mechanized to allow for more professional input in the growing personnel aspects

of their jobs.

To visualize the future job picture, there are a number of possible moves to consider. One of the first is of utmost importance—research. More academic research as well as management research must be sought and encouraged in the human resources profession. There has to be a closer relationship established between educators and business leaders to foster intensive studies of the potentials of human resources management and employee services and better prepare those assigned to personnel responsibilities.

One of business' and industry's greatest mistakes in past years has been a failure to understand, evaluate and administer a professional personnel program. Foreign product competition has finally awakened U.S. management to the importance of employee involvement in overall productivity.

For effective personnel and employee services administrators, the product line is people and the profits are the result of their productivity. Productivity itself involves concern, loyalty, equality and sharing at every level of employment.

The human resources management movement must also receive encouragement and nurturing at the college level. As universities and colleges are foremost in scientific research and producing the human resources professionals of tomorrow, they must give their attention to the personnel field.

Industry and business must also do their part for employee relations. They know quite well the high costs of research; the schools alone cannot bear all research costs, nor can one industry pay for that which will profit all industries.

NESRA has created an educational and research foundation—NIRREF, the National Industrial Recreation Research and Educational Foundation. Through this non-profit organization, scholarships are offered and research programs developed. With increased support, NIRREF can become the focal point of research and education for the academic and business communities.

To accomplish this, however, NIR-REF needs not only the support of

NESRA member companies, but also support from individuals and businesses throughout the world. Any size contribution to the foundation only adds to its growth and effectiveness. Contributions can be designated for research or scholarships; they can be restricted or placed in specific categories reflecting the donor's wishes; they may also be named to recognize a person, company or any organization.

Because NIRREF is non-profit, it can also serve the donor as a tax deduction. Contributions may vary from direct, one-time cash gifts to annual pledges, or dollar amounts or property set aside in wills—all for promoting employee/employer relationships through personnel administration.

Human resources are too important to be ignored. And human resources management, as an emerging profession and field, is too significant to be denied recognition and support.

Write to NIRREF at 2400 S. Downing, Westchester, IL 60153.

—By Melvin C. Byers, CESRA

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## **CONFERENCE UPDATE**

# Prospecting for Knowledge

Employee services and recreation professionals will be "Prospecting for Knowledge" in a town with a history every bit as rich and fascinating as the gold responsible for its birth: Breckenridge, Colorado, site of the 43rd Annual Conference and Exhibit of the National Employee Services and Recreation Association.

Hosting the NESRA annual event May 17–20 1983, which features workshops, exhibits, social events and educational sessions for the human resources field is the Beaver Run Resort, the catalyst in the transformation of Breckenridge from a historic mining town into a ski town and most recently, a major year-round conference and recreation center.

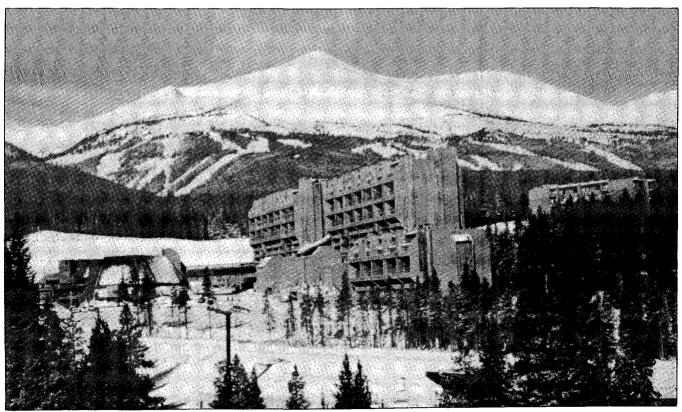
Nestled in the heart of the Colorado Rockies 90 miles west of Denver, the \$62 million hotel-condominium-convention center complex calls itself "the best kept secret in the conference business." Beaver Run encompasses 14 acres between one of America's most colorful gold rush towns and some of Colorado's finest skiing.

The four-diamond AAA quality-rated resort is the largest conference facility in the Rocky Mountains and offers its guests 70 ski trails covering 840 acres, 624 rooms including 110 hospitality suites, a large indoor/outdoor pool, tennis courts, six outdoor hot tubs, an indoor jacuzzi and the world's largest indoor miniature golf course. The fine restaurants on-site and Beaver Run's

own nightclub enhance the social atmosphere for any gathering.

After celebrating its third summer in operation, Beaver Run continues its progress with major facility developments. Completion of the 12,000 square foot conference center is scheduled for early 1984. The center will provide 15 meeting rooms with seating capacity from 50–1,000 people and enough space to cater a 1,000-person reception, a 900-person meeting and an 800-person banquet.

An additional eight story building housing 108 one-and two-bedroom condominiums is another Beaver Run project, scheduled for completion in the spring of 1984. The increased accomodations are needed, according to the



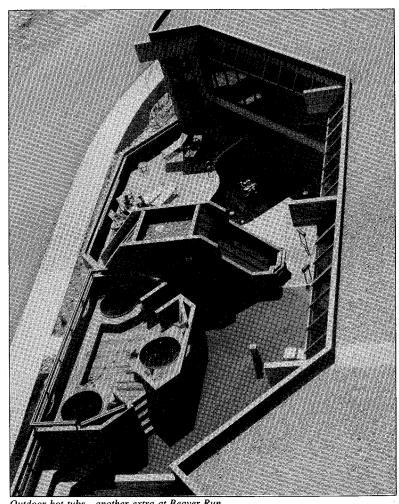
The Beaver Run Resort—a recreator's paradise.

## **CONFERENCE UPDATE**

hotel's management, for the extra golfrelated traffic expected to arrive in Breckenridge when at least one of the two 19-hole Jack Nicklaus golf courses will be finished.

ike kids in candy stores, recrea-Ition professionals should find Breckenridge and Beaver Run a recreator's paradise. They can feast on recreation activities of all kinds, and all within an arm's reach of the resort. When snow permits, cross country skiing and snowmobiling are available; in milder weather, jeeping, sailing, fishing, whitewater rafting, hiking, backpacking and horseback riding await the adventuresome.

"We want people to prospect for the businessperson's gold-knowledge," said 1984 Conference Chairman Leroy Hollins, "and strike it rich before they leave the NESRA conference. This old mining town, Breckenridge, just beckons that kind of activity."



-another extra at Beaver Run



Year-round swimming makes every season special at Beaver Run.



# NEGO

Obtaining a menu a facility for a meeting, softball league is mor it's a wel

You don't have to take everything you get.

Don't take for example, the menu at the hotel you've selected for your annual employee recognition banquet to be held in August, if the only dessert included with the dinner is chocolate mousse, a choice you feel is too heavy for a summer event.

Or don't take the 150 "top-of-theline" softball jerseys that carry a price tag of \$2,250; that total figure breaks down to \$15 per jersey—more than most would dare to pay for a t-shirt and more than you should pay for such a large order.

Don't even take the per-person cost for accommodations at the hotel hosting your NESRA region's annual conference and exhibit. Ninety dollars for a single room, in a hotel that is otherwise perfect, quite probably will discourage delegates from registering.

The problem with these situations is not the obvious. It's the not-so-obvious. You don't have to settle for less than you want. You *can* negotiate and arrive at a satisfying menu, reasonably-priced softball jerseys or room rates.

Dom Bucca, Corporate Director of Purchases, Jamesbury Corporation, and speaker on "The Art of Negotiation," a session at the 42nd NESRA Conference and Exhibit, defines negotiation as "the use of information and power and time to affect behavior within a web of tension.

"You negotiate every day of your life, whenever you interact with peo-

ple," he added. "And if the three commandments of negotiation are followed—never get angry; never make a threat; and reason with people—a successful negotiation is sure to occur."

One of Bucca's central ideas is that the basic aim of successful collaberative negotiation should be to reach a mutually satisfying agreement; that is, to find out what the other side really wants and show them a way to get it, while still obtaining what you want.

Arriving at an agreement that benefits all parties is a "win-win" situation, according to Bucca.

"If focus shifts from defeating each other to defeating the problem, every-one can benefit," he emphasized. "Each party should attempt to understand the problem from the other's point of view or frame of reference. When infor-



# ATION

employee banquet oment for an intramural a routine purchase ced art.

> mation is shared, feelings and needs conveyed in an atmosphere of trust, both parties come out winners."

> In every negotiation, each negotiator must not only realistically analyze the other side's position, but their own as well in light of three ever-present, interrelated variables: power, time and information.

# Power bases

"Power is a perception," explained Bucca. "If you feel you can do nothing about a situation, chances are you can't. But if you feel you have power, then you can make a difference."

Power bases such as competition (communicating with more than one vendor) and legitimacy (relying on the power of the printed word, as in contracts) are useful tools of the wise negotiator.

Careful negotiators also take risks. In almost every situation, each party must be willing to give a little, to get some back.

"The game, however, is one of courage and common sense," noted Bucca, "not Russian roulette."

Even ignorance can be bliss in a negotiation, according to Bucca. The purchaser who feigns ignorance and asks a lot of questions, gains an advantage by pulling the seller off-balance and forcing him or her to change their carefully tailored pitch and bring the asking price down.

Bucca recalled the following incident: "In this country, a few years ago, Japan Air Lines met with a U.S. corporation to make a very large aircraft

purchase. The U.S. corporation came to the negotiation with a tremendous audio-visual presentation that lasted four and a half hours. After the presentation was over, the Chief Executive of the corporation flipped the lights on and asked the Japanese businessmen, 'Well what do you think?'

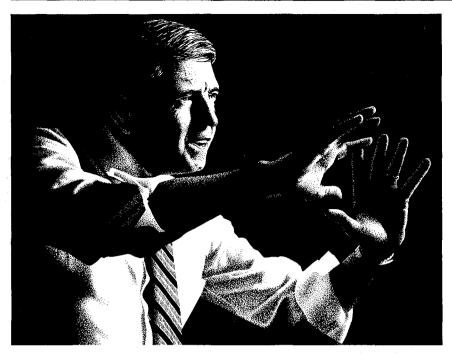
"Their answer: 'We don't understand.' That was quite a surprise to the Americans, so they asked, 'What don't you understand?' The Japanese answered, 'From the beginning.'

"At that moment, the U.S. asking price went down the drain."

Of course, knowledge is not a hindrance to serious negotiations. A negotiator must always understand every-

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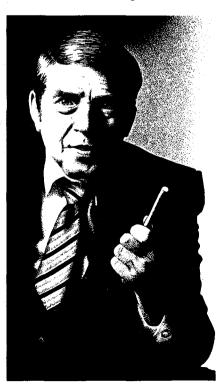
#### THE T ART TOP TO NEGOTIATION ST



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thing being bargained for, including the specific issues and demands stated openly, as well as the unspoken needs of the other side.

Negotiators must also know the extent of their investment and the willingness of the other side to compromise. When critical issues are put off until the end of the negotiation—after



the other side has expended much time and energy and presumably made several gains—they will be more likely to make concessions.

"I analyze and prioritize my needs before entering the negotiation," noted Bucca, "For instance, when I negotiated our company's snow removal contract, my primary concern was for sand deposits. I saved that requirement until the end. By that time, the seller had already committed to most of the project and invested a lot of time and energy. Needless to say, I got the sand at a very reasonable price."

Negotiation, is, in fact, persuasion. The art of persuasion emphasizes several key characteristics:

- Power—No one will ever negotiate seriously unless they are convinced each party has the power to help them or hurt them.
- Identification—It is vital to possess the ability of encouraging others to identify with you.
- Morality—Fairness and righteousness are necessary in any interaction.
- Persistence—Tenacious behavior pays off handsomely in negotiations.
- Understanding—Your comments and proposals should coincide with what the other party perceives you to be saying.

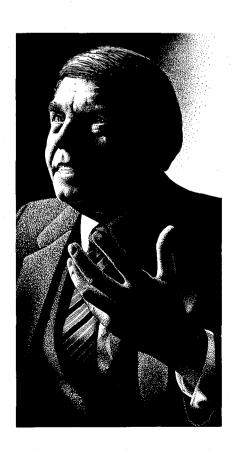
- Compelling Argument—With your evidence, your argument must be both convincing and logical.
- Objective attitude—Being objective and relaxed gives you more energy, reduces stress and, thus, renders better results.

## Defying the deadline

For the most part, people are all slaves to time. But in negotiations, time can be used to a great advantage.

Though negotiation deadlines seem to be carved in stone, in fact, they are often more flexible than most parties realize. But they should never be revealed.

"You can expect the most significant concession behavior in any settlement action to occur close to the deadline. So, if the other party knows your deadline and you don't know theirs, who has the advantage?" Bucca asked.



# he negotiator's homework

Negotiation is not an event, but rather, a process. And as such, should be prepared for by gathering accurate and adequate information. In fact, most of the work for a negotiation should be done before the actual confrontation.

Before meeting with the boss to negotiate a salary, a vendor to negotiate a price for photo finishing services or a hotel sales manager to arrange the details for an upcoming meeting, you should gather information both on the other party and on what is actually being negotiated. Other professionals in the business world as well as the other party's competitors and secondary sources found in a library can furnish you with information on what is being discussed. The other party's past clients and present peers can tell you about him or her to prepare you for the encounter.

During the actual confrontation, you must be alert to cues, or messages sent to the receiver. They may be behavioral cues in the form of body language

or facial expressions, or they may be unintended verbal messages such as "Freudian slips."

Also watch the increment of concession behavior, they can send a strong message about the real limits of authority. As the negotiator gets closer to his or her maximum point, concessions grow smaller.

When used to its fullest, information should facilitate understanding and education, not force hostile confrontation or arguments. Mutual satisfaction is the ultimate state, where trust and commitment are gained through the transfer of honest information.

"Never underestimate the power of your attitude," Bucca warned. "By lacking restraint, publicly downgrading or judging the actions and motives of the other party, you risk creating a permanent opponent."

# The Five Do's and Don't's of Negotiating With a Hotel

#### DO'S

- 1. KNOW YOUR GOLD. You have the money to spend and the power which accompanies it. It is your responsibility to make certain that everyone—you, your organization and your fellow employees—get the most for their dollar.
- 2. KNOW YOUR GOALS. Before you even approach the hotel you are negotiating with, have a clear understanding of your priorities and budget restrictions.
- 3. WIN THE BIG ONES. Often, larger hotel chains can afford to offer substantial discounts to groups/organizations. They see it as an incentive to you for future business.
- GET IT IN WRITING. All negotiables should be in writing to ensure a successful meeting, conference or banquet.
- 5. DISCUSS MONEY LAST. The final figure quoted for your event should be established after all details have been set. This price will be more accurate and allow for more educated negotiation.

#### DON'T'S

1. GIVE UP FLEXIBILITY. Menus and prices can be changed. Every-

- thing is not a given.
- 2. NEGOTIATE TOO LOW, You do get what you pay for. By settling for an unusually low price, less service, or small hotel staff, you risk cheapening the affair.
- 3. BE BLUFFED. Don't let the other party 'sweettalk' you into accepting less than you want. Make certain that prior to the event you have a clear idea of all the details.
- 4. AGREE TO ANYTHING YOU CAN'T PRODUCE. Don't promise 200 if only 100 employees normally attend the recognition banquet. An inflated figure will only cost you additional money.
- 5. BE AFRAID TO NEGOTIATE OR CHANGE. Remember, you have the gold; you deserve to get what you pay for; and you can always find an alternative hotel to meet your specifications. You don't have to take everything you get.

These negotiating do's and don't's were presented by Dick Corso, a past director of Corporate Training at Banker's Life and Casualty Company in Chicago, at a meeting of NESRA's Chicago chapter, CARES (Chicago Area Recreation and Employee Services.)

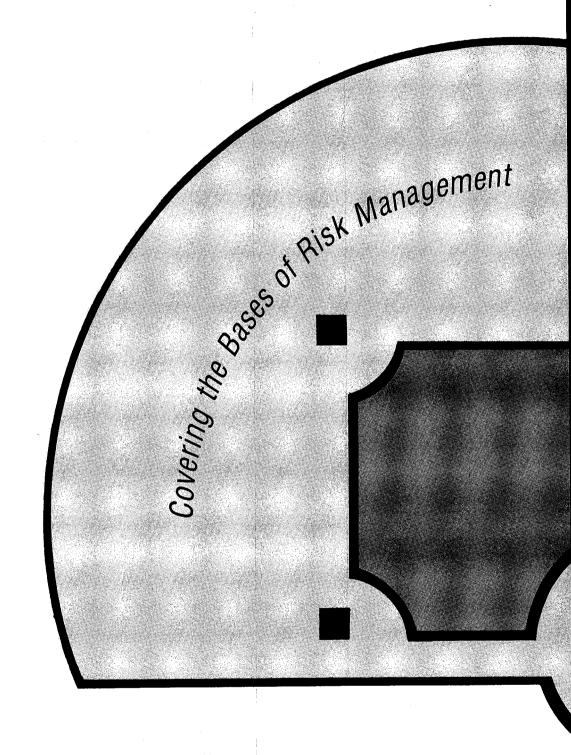
# Overcoming a deadlock

Yet even if the negotiation follows his successful negotiation suggestions, Bucca admitted a deadlock is possible. In that case, he recommends using one of the following actions appropriate to the situation in order to break a deadlock:

Either . . .

- Change a specification in the contract;
- Change negotiators;
- · Change the shape of the deal;
- · Reconvene the following day;
- · Get out of the competitive mode;
- Call in a mediator;
- Adopt a 'take-it-or-leave-it' attitude;
- Add certain services on either party's part;
- · Protest to a higher individual;
- · Walk out;
- Or introduce a new variable, offer a new solution to the problem.

6 6 Too often," said Bucca, "people go into a negotiation only half-prepared. It's as simple as this, if you don't do your homework, you only give your money away."



# RISKY BUSINESS

Is your 'safe' program an accident waiting to happen?

#### by Kimberly A. Thomas

magine a softball tournament accident . . The excitement of the men's tournament comes to a sudden halt when the right fielder, running infield to catch a pop-up and make out number three, falls because of a hole in the field. With a twisted ankle he calls his teammates for assistance off the field . . . Or imagine an annual employee picnic catastrophe . . . An appealing buffet is spoiled when you remove the tin of warm food and leave the sterno on the table. Meanwhile, a hungry employee ingests what she thought was liver paté . . . Or even imagine a holiday social function disaster . . . You serve an employee 'just one more drink' and on the way home, an automobile accident threatens the life of an innocent victim

Unfortunately, these scenarios aren't simply figments of a vivid imagination or the kind of stuff employee services and recreation nightmares are made of. They are real cases in which companies ended up on the legal chopping block and lost millions of dollars for what the law deemed "negligence."

"Your employees, their families and guests all have the potential for being million dollar winners in the million dollar sweepstakes called negligence," said Tony Marshall, dean and professor of law at Florida International University's School of Hospitality and speaker at the 41st Annual NESRA Conference

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#### RISKY BUSINESS

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and Exhibit. "So, if you don't pay too much attention to risk management and the law and how it applies to recreation, you can watch those hard-earned dollars fly away."

Employee services and recreation managers should also be risk managers. They must anticipate risks in their programs, activities and events, and plan strategies to minimize or eliminate them. The cost of risk ignorance in this mod-

ern age is simply too high.

"The world was once a simpler place," explains the Risk and Insurance Management Society, Inc. (RIMS), a professional association for risk managers. ". . . In recent years, life has become a lot more complicated. . . . Today, corporations are confronted with business risks that are greater and more varied than ever before."

Just as the growing complexity of the business environment has underscored the importance of risk management, so has the changing social climate. In recent decades, the public has adopted a stronger attitude, demanding that government, business and individuals alike assume greater responsibility for their actions; hence, the flood of lawsuits in federal, state and municipal

Some companies carry insurance to alleviate the tremendous burden of paying damages on suits filed against them, while many others institute precautionary measures such as regular facility and equipment inspections.

"The groundskeeper and I inspect our company-owned facilities and equipment weekly," noted Judy Amendola, supervisor of employee activities and administrative services, TRW. Inc. "The baseball field, which is used most often, is checked once a week for holes and raked to remove stones. We also forbid use of the field immediately after any rain to avoid injuries due to the slippery ground.

"Also, to steer away from any food problems, we hire outside caterers for our picnics and let the hotel rented for employee banquets handle all meals and beverages.

"Unfortunately, most of us in employee services and recreation don't pay enough attention to the possible risks. We usually don't consider risk management in our planning until an accident occurs.

"It's as simple as this," Amendola concluded, "without risk management, you risk losing your employee programs."

#### he wheels of negligence

"Negligence is just a fancy word for damn dumb," said Marshall. "Negligible actions take foreseeable risks of injury."

"... most of us in employee services and recreation don't . . . consider risk management in our planning until an accident occurs

In his address to the NESRA delegation at the Orlando Conference, Marshall detailed four "wheels" or elements of negligence.

The first element, duty, imposes an obligation on every single employee services and recreation manager as they plan their programs to exercise reasonable care. Duty asks everyone the following questions: "Have I behaved as a reasonable person would under like and similar circumstances?"

If you arranged a meeting in a room with a ripped carpet, or you scheduled a program in an auditorium with unsafe seating, you are not practicing reasonable care. The ripped carpet and the faulty chair could easily cause an injury.

"One company lost a major lawsuit." explained Marshall, "because no one could verify if a single individual had inspected the auditorium to make sure the facility was fit for occupancy. A voung man suffered brain damage because of a fall in a chair that collapsed.

The second "wheel" of negligence is breach. Specifically, breaching or breaking the duty of reasonable care makes an individual liable. For instance, if a child is struck by a car at your company's picnic held near a highway, you have breached the duty of reasonable care if you failed to inspect the site or provide adequate supervision or activities to keep the children occupied.

Actually breaching that duty of reasonable care, the third element of negligence, is called "proximate cause" and results in damages, the fourth wheel of negligence.

"The negligence formula goes like this," said Marshall, "when you breach the duty of reasonable care, which is the proximate cause of the damages, then you are in serious trouble.

"You are not the absolute insurors of all employees', their families' and guests' health," added Marshall. "And you need not keep your facilities absolutely safe. Just reasonably safe."

#### he steps to risk management

Noah was most probably the first risk manager, speculates RIMS, the Risk and Insurance Management Society, Inc. In anticipation of the flood, he put two of every animal in the ark to ensure the continuation of life as he knew it.

Like Noah, modern risk management is anticipatory.

"The risk management function is almost always on the cutting edge of change," James R. Mascarella, vice president-insurance for Gould, Inc., told the International Risk Management Conference delegation in 1981, "since its plan deals predominately with the future rather than the past."

An art and a science, risk management outlines five basic steps to manage risk: (1) Identify the risk. (2) Measure and evaluate the risk. (3) Control risk by finding ways to eliminate or reduce it. (4) Build protective funds to cover risks that cannot be eliminated or assumed. (5) Finally, set up procedures and personnel to carry out the risk management process.

"The first phase—risk identification—is really the key to the whole process," writes RIMS. "... Sometimes it may seem that the risk manager is nothing but a pessimist who sees danger around every corner and points out risks inherent in projects favored by other executives, or in products and procedures that have been around for years. However, the unexpected can and often does happen. Knowing what the risks are is the first step in controlling them."

# hooting the hawk of negligence

"Your job as professional recreation managers," noted Marshall, "Is to shoot the 'hawk' of negligence and steer clear of 'liability lane." What Marshall meant by his state-

What Marshall meant by his statement was that employee services and recreation professionals should practice reasonable care, always looking for ways to reduce or eliminate risk. Managers must ensure the safety of all program participants or event attendees to avoid lawsuits. Among the tips he revealed at the NESRA Conference:

- Don't sign your name to any contracts. You can be held personally liable in case of an accident if only your name appears on the contract. Instead, sign your corporation's or association's name, then the words 'by agent', and then your name.
- Inspect all facilities prior to use. Furniture, fixtures and flooring must be fit before your employees and their guests arrive. Check for carpet tears or weak chairs. To rectify potential accidents, immediate action should be taken. Because a chair broke from underneath one woman, she ended up \$175,000 richer.
- Check all outdoor properties used by your groups, as well. You should especially look for holes in trails, baseball fields or picnic areas; glass or other sharp objects on a lakeshore or swimming area. Such situations are ripe for legal hassles.
- Exercise reasonable care in the purchase and maintenance of equipment. Purchase only equipment that meets your current needs, is safe and certified, if possible. You should keep records of who inspects your equipment and when they check it. One major hotel corporation made a four million dollar mistake by buying an Olympic-size diving board for a non-Olympic size pool. A young man ended up in 26 inches of water, became a

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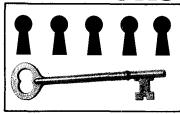




By practicing reasonable care in the maintenance of baseball fields and jogging tracks, recreation professionals can keep their programs off the legal chopping block.



## MAKING THE TOUGH DECISIONS



A budget-management report from United Way

At United Way, volunteers carefully review the budgets, operating patterns and track record of agencies asking to become part of the United Way organization.

They scrutinize the various functions performed by the agency, look at the kinds of people it helps, and evaluate its success in delivering its services.

But what happens when a new service agency wants to become a United Way organization—especially when there may be two or more equally qualified organizations equally in need of United Way support? Who chooses? And on what basis?

The answer to this question is often complex. And sometimes it can be an agonizing decision to admit one agency instead of another.

#### The people decide

But the bottom line is that volunteers do make the decisions after carefully weighing all the pros and cons. It's sometimes a hard process, but it's as fair as we know how to make it.

Volunteers work free of charge doing everything from collecting money to deciding how it will be used, so administrative costs are kept low.

And that's how United Way works so well. And why.

United Way
Thanks to you, it works.
for all of us.

A Public Service of This Magazine & The Advertising Council

#### RISKY BUSINESS

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quadrapalegic and slapped a \$4 million lawsuit on the corporation.

- Post clearly visible warnings where conditions are dangerous and cannot be fixed. If your gym has jacuzzis, it should also have signs warning those with heart trouble the possible danger of using the equipment. At swimming areas, signs should indicate water depth, currents, sharp dropoffs. Even more important when employees engage in swimming activities is the presence of a certified lifeguard on the property. A \$1.5 million out-ofcourt settlement was made because no lifeguard and no warning was present at one company's activity to prevent a drowning.
- If live animals are a part of your entertainment program, make sure your organization, the hotel hosting the event or the act itself is indemnified. Therefore, if you can't shoot the hawk of negligence as it hovers over you (say an elephant ends up on someone's lap), at least someone else will pick up the bill.
- Let an outside vendor supply your events with the food. Every state has passed an amendment to the uniform commercial code that says when you serve food, you are going to warrant that it is fit. So don't mingle employee-made foodstuffs with the vendor's product. If something goes wrong with the food, it will be nearly impossible to determine which food caused the problem and who is to blame. Also, don't accept food or beverage donations. Even a bill of sale for one dollar will absolve you from liability if the products don't meet commercial codes.
- Never use "partials." Always make sure bottles are opened from their original containers. A woman died at a Southwestern hotel after drinking what she thought was white wine. In fact, it was furniture polish. As a cost-saving device, the hotel had decided to order their chemicals and cleaning supplies in large containers, 55 gallon drums. When they needed smaller containers, they carelessly used soft drink and wine bottles.

- Keep handi-fuel off the buffet table. And leave sterno on the table only when the food tin rests above it. People can easily mistake the substances for food when they're left unguarded amidst other edibles. One individual ate what he thought was liver paté. The result: a \$55 thousand recovery because the liver paté was actually sterno, made from ethyl alcohol. But you can't die from sterno (though it does induce vomitting). What will kill you is handi-fuel, made from methyl alcohol.
- When you serve alcohol, you must have a policy about what to do with drunken individuals. In half the states of this country, you couldthrough third person liability laws-be held responsible if an employee you served alcohol to strikes an innocent party in an automobile accident. It is much safer to hire the hotel's bartender for your hospitality suite, for example. Let them assume the responsibility of refusing intoxicated individuals another drink. If you are serving the liquor, however, institute a policy that doesn't simply say "cut them off," but ensures they don't drive home at all while intoxicated. Also, do not advertise the presence of alcohol in your publicity of employee events; it only hurts your case in a court of law.
- Remember—when you play with fire, you usually get burned. The spectacular presentation of flaming drinks, baked Alaskas or shishkabobs at your social events is nothing compared to the size of the lawsuit you could be hit with should a spark ignite one of your employees.

dopting a careful management approach with safety a priority, as opposed to throwing precaution to the wind, can mean the difference between staying in and out of the courtroom. "Afterall," warned Marshall, "safety is no accident."

Unless a company or employee association keeps at least one eye on the future and its potential risks, it stands as only a too-willing prey for the voracious legal hawks. And that is one risk no organization should ever take.



# Know us by the companies we keep



The National Employee Services and Recreation Association is known by the companies it keeps-year after year. Over 2,200

members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world. provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 2400 S. Downing, Westchester, Illinois 60153. Phone: (312) 562-8130.

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# TAKE OFF WITH NESRA

ON THE WINGS OF

**MEMBERSHIP....** 

**NEW MEMBERSHIP CONTEST** 

September 1,1983 thru December 31,1983

#### RULES

- The top four prizes will be awarded to the individuals securing the most new NESRA general and/or organization chapter memberships. The remainder of the prizes will be awarded through a random draw. Contest entrants are automatically entered in the draw each time they enlist a new NESRA member. Bringing in 50 new members means 50 chances to win! Only one prize per individual.
- \* NESRA associate members are ineligible for the grand prize or the top three prizes. They are entered for the prizes in the draw ONLY.
- The NESRA membership committee will conduct the random draw on January 27,1984 from among all memberships received by the closing date. Their decisions are final. Verification of qualifying memberships will be under the supervision of NESRA Headquarters.

- The membership contest is open to all current NESRA members, except employees of NESRA Headquarters and its affiliates or advertising agencies. All taxes are the sole responsibility of the individual winners. By entry, winners consent to full commercial use of their names and photographs without further compensation.
- All entries must be postmarked between September 1. 1983 and December 31, 1983.
- Membership will not be accepted or acknowledged without full remittance of the 1984 annual dues.
- All vacation packages will be awarded according to the contest rules. Other expenses incurred are the responsibility of the winners. **VOID WHERE** PROHIBITED BY LAW.
- All entries must be completed on the official entry blank below. Please duplicate as necessary.

OFFICIAL ENTRY BLANK

#### **NEW MEMBERSHIP FORM**

IEW MEMBER: IAME: TITLE \_\_ COMPANY\_\_\_\_\_ ADDRESS \_\_\_\_\_ \_\_\_\_\_ST\_\_\_\_ZIP\_\_\_\_ YTIC HONE\_ IUMBER OF EMPLOYEES\_\_\_\_\_ YPE OF PRODUCT OR SERVICE\_\_\_ GENERAL \$55.00 PER YEAR

(SPELL OUT NAME PLEASE)

If general, are you interested in forming a chapter in your area?\_

CHAPTER\_

REFERRED BY:		
NAME:	 ··	
TITLE	 	
COMPANY		
ADDRESS		
CITY		
PHONE		
Mail completed		

**NESRA HEADQUARTERS** 2400 S. DOWNING AVENUE WESTCHESTER, IL 60153

## AND LAND YOURSELF A GREAT PRIZE, TOO ....



On the wings of NESRA membership, and in the cabin of ALIA, the ROYAL JORDANIAN AIRLINE, you can soar to sight never before imagined: Vienna and Salzburg, Austria—the festive Europe. Round-trip air transportation between New York and Vienna and seven nights first-class accommodations for two in Austria's cities that inspired so many sounds of music make Europe only a new member away. Compliments of the AUSTRIAN NATIONAL TOURIST OFFICE.

2



Fly away to beautiful Bermuda. Two round-trip airline tickets will show you why Bermuda is another world, compliments of **BERMUDA TRAVEL PLANNERS, Ltd.** 

PRIZE





A complete vacation to a destination of your choice, compliments of **EASTERN AIRLINES** and **STOUFFER HOTELS**. Imagine seven days and six nights at Stouffer's beautiful Pinelsle Resort in Lake Lanier, Georgia or a private suite, complete with hot tub, at The Cottonwoods, a new resort in Scottsdale, Arizona or stay in the capital city---Washington D.C. or any one of 21 other Stouffer cities.

3 HZ HZ



Escape to a splash of the good life in Puerto Rico. Eight days and seven hights at the **CERROMAR BEACH HOTEL** are yours and a guest's---all to let you discover paradise at Cerromar Beach. Compliments of **REGENT INTERNATIONAL HOTELS.** 

### **OR....ONE OF THESE FANTASTIC PRIZES**

- Six tropical nights in Hawaii...
  three nights accommodations at
  the WESTIN ILIKAI, Honolulu
  and three nights at the WESTIN
  WAILEA BEACH on the island of
  Maui for two persons.
- Accomodations for five days/four nights at any HILTON INN in the Orlando/Kissimmee area, for two.
- A week of fun for two at the BEACH CLUB HOTEL in Ft. Lauderdale, Florida.
- A three day, two night stay for two persons at HARRAH'S MARINA HOTEL CASINO in Atlantic City.

- A five day/four night stay for two at DISNEYLAND PARK in California or WALT DISNEY WORLD VACATION KING— DOM, park admission included.
- A 19" color remote Toshiba television from EMPLOYEE PRODUCTS.
- An Atari video system, courtesy of NAMCO.
- Telephones from NORTHERN TELECOM.
- A \$400.00 pair of yellow gold, diamond stud earrings from HALLMARK JEWELRY.

- A one week land package for two at the BEAVER RUN RESORT in the mountains of Breckenridge, Colorado.
- A stainless silver service for eight, courtesy of ONEIDA SILVERSMITHS.
- A bowling ball and shoes from BRUNSWICK RECREATION CENTERS.
- Each individual enlisting a new member between September 1,1983 and December 31,1983 will receive a small memento compliments of Creative Casters, Inc.—NESRA's way of saying THANKS for your support!

# REDUCING YOUR INSURANCE RISK

by Susan Carmichael, Health Consulting Associates, Inc.

Attacking the problem of poor employee health, which according to the President's Council on Physical Fitness

#### ABOUT THE AUTHOR

Susan Carmichael, R.N., B.S.W. is currently the co-owner of Health Consulting Associates, Inc., a multi-dimensional corporation custom designing progressive health programs for business, industry and the individual. In addition to consulting firms on a one-to-one basis and developing and designing cassette tapes, workbooks and instructional manuals, Health Consulting Services, Inc. conducts live seminars including low back injury prevention, stress strategies, conflict management, assertiveness training and employee motivation.

A specialist in stress and time management, employee motivation and interpersonal skill education, Carmichael is certified in Nursing Administration by the American Nurses Association and is an adult education instructor for a local school district and a coordinator of education at a health care facility. Carmichael was appointed to the Erie County Drug and Alcohol Commission and serves on the Senior Citizen Health Care Council Board of Directors and the Board of Directors of the Northeast chapter of the Pennsylvania Association of Occupational Health Nurses.

For more information on Health Consulting Associates, Inc. write to them at 1673 West 8th Street, Erie, Pennsylvania 16505 or call 814/454-7126.

is "today's number one corporate liability," is becoming a primary objective of a growing number of American businesses.

In 1981, U.S. industry's total employee health related costs were a staggering 120 *billion* dollars or 10 percent of all payroll costs. Health insurance premiums have continued to escalate at a rate of over 15 percent per year.<sup>1</sup>

Many corporations are combating that liability through the establishment of a sound health promotion program geared to meet the initial needs and objectives of the firm and with the capacity to encourage employee health oriented thinking as a long term goal.

This type of health directed philosophy does not propose many drastic, immediate changes but encourages employees to slowly incorporate health oriented concepts into their present lifestyles. This attitude is essential to effect positive change and long-term success.

Health promotion for business and industry can be a sound investment with a real potential to reduce insurance risk. But, like any investment, research and planning must be conducted with the ultimate plan of action consistent with the corporate strategy for cost containment.

Consider a two-fold approach to-

ward reducing health insurance risk.

#### The Research

First of all, are your employees aware that health insurance is costly? Are you and your insurance carrier taking measures to increase their awareness?

Is your firm encouraging ambulatory surgery to avoid the higher cost of inpatient hospitalization?

Does your carrier encourage the second surgical opinion for non-emergencies? According to a publication of the National Chamber Foundation, "the number of surgical procedures has increased over the past 10–15 years at a rate two and a half times that of the population."<sup>2</sup>

If the insurance carrier encourages these practices, your firm must analyze if the employees are taking full advantage. If they are not utilizing these services, find out why not. (Don't be surprised to hear that many people are too embarrassed to tell their physician that they want a second opinion.)

Second, gather the firm's accident and safety statistics. Where did the accident occur? To what group? At what particular time of day? How many work days were lost? Are any trends emerging?

Now, analyze your firm's health problems by reviewing hospital utilization trends. What are the prevalent health insurance claims in the past two or three years? How many inpatient hospitalizations? When do they occur? What time of the year are admissions seen? What is the average length of stay? These are some of the areas to focus upon.

There will also be a need to become familiar with turnover rate, sickness trends and absenteeism rates. Check with the medical or personnel departments to discern the types of illness responsible for lost work days.

Remember to look for high stress symptoms such as backaches, headaches, colds, gastro-intestinal upsets and fatigue.<sup>3</sup>

Keep accurate records to provide that strong baseline of data. It will be from this data base that future progress will be measured. A health consultant or fitness programmer can assist inhouse personnel in making rational and useful evaluations of employees' health quotients.

Also, keep in mind that results in health insurance cost reduction will not be seen overnight, but with a well-planned health oriented program, the rate of increase will be slowed.

#### The Planning

Some firms prefer starting this health fitness program based upon this data extrapolation. If a rising incidence of heart attack is seen, the firm may elect to provide an employee orientation to the merits of health promotion, conduct a free blood pressure or hypertension screening and/or distribute an employee survey seeking feedback as to their areas of health fitness interests.

It is useless for a firm to build a running track if no one is interested in running, jogging or even walking. A firm must slowly coordinate areas of employee interest with corporate interest for long term success.

Health promotion or health fitness programs can use the skills of inhouse personnel (such as the occupational health nurse) or outside consultants to design, coordinate or supplement already established programs, or use a combination of both, which may be preferable.

The firm may desire to start out on a small scale with one or two programs after compiling and analyzing the research data. It may have been observed that within the firm is a rising incidence of respiratory illness and a growing number of cigarette smokers.

It is a fact that people who have the habit of smoking one pack of cigarettes per day have a 50% greater rate of hospitalization and absenteeism than non-smokers. Smokers use \$5,000 to \$10,000 more health and life insurance

between the ages of 40 to 65.5

Your firm may want to take active measures to assist employees to "kick the habit." The firm may want to increase employee awareness, decrease the number of cigarette vending machines, increase the number of "No Smoking" areas and have on-site smoking cessation seminars and offsite workshops. Incentives for goal achievement may be offered.

Make certain, however, the incentives offered do, in fact, stimulate motivation. If you are offering an extra day's vacation for every six months a person doesn't smoke, verify that extra vacation is desired. Remember, what is an incentive in one firm may not be a source of motivation in another.

Be cautious with the mode of health promotion. One businessman asked our firm for assistance. He had considered a health awareness program but was receiving negative feedback. Informally, we examined his method of promotion, which was a photocopied cartoon caricature accompanying a list of statistics. The stats could be considered boring and the caricature was fat, ugly and offensive.

Health programs and their promotion should be interesting and fun but should not make fun of people with problems. Humor with taste is acceptable.

Some firms feel that screenings are the answer to kick-off a health program. Certain screenings are meant to prevent disease and others are meant to identify diseases when the disease course is young and the treatment can be more effective with less expense.

Traditional screenings have focused on high blood pressure, diabetes and now oral and breast cancer.

The new tool that has met with such success is the computerized questionnaire that increases the person's awareness of health hazards so that intervention can occur. It also calculates life expectancies and disease risks with suggestions to increase life spans. This tool can be utilized as a vehicle of rapport to promote health counseling. Firms should be aware that screenings will, no doubt, produce an increase in utilization of health insurance as they identify problems requiring medical intervention. However, caring for those problems now will still be less costly than caring for the more serious problems of the future.

Make certain that the health promotion program keeps a basic theme of:

- Good Nutrition (Put some yogurt in those vending machines.);
- Adequate Rest;
- Stress Management;
- Fitness (A sedentary lifestyle can be deadly.);
- Smoking Cessation;
- Low to No Alcohol;
- Blood Pressure Monitoring;
- Accident Prevention;
- and Fun.

Recognize that an ingrained health promotion program will take about three years to get firmly in place. Remember the ultimate goal is to change the person's activities of daily living and the culture of the worksite group so that health habits can be incorporated slowly into a person's individual lifestyle.

For firms with budgets that don't support huge fitness centers, convert corridors or cafeterias to off-hours exercise or screening areas.

Not everyone agrees that smelly trackshoes are the mark of the modern office, but a lower health insurance risk is indeed healthy for the employees' welfare and healthy for the business economy.

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# THE GREAT EQUALIZER



In participation management, the rank and file meet top management eye to eye.

by Geri Verderber, editorial assistant

In the late 1970's participation management was considered an innovative industrial relations system. Its purpose, like that of employee services and recreation, was to open communication lines between management and employees, thus improving employee morale and productivity.

It is now 1983. Has participation management proven successful in business and industry?

Though once considered a fad, today's success stories of participation management at work put to rest prior doubts.

"Participation management programs are initiated in companies to motivate employees by allowing them to become more involved in management decisions," said Chuck Sengstock, Director of Corporate Relations for Motorola, Inc. in Schaumburg, Illinois.

"This, in turn, can result in increased employee job satisfaction and overall morale."

Like employee services and recreation, participation management aims to humanize the workplace by improving communication at all levels and encouraging greater employee involvement. Both approaches have experienced tremendous growth in recent years.

### A brief history

The roots of participatory management can be traced back to the early reform movements of the 1930's. The rise of unionism in the '30's reduced corporate power and improved working conditions through the introduction of bargaining. But, the road to further

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#### THE GREAT EQUALIZER

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reform movements was a long one.

The 1950's and '60's brought increased research and the development of humanistic theories on worker psychology. At that time, Douglas McGregor put forth a description of the "Theory Y" manager: one for whom work is as natural as play or rest; a person who wants responsibility; and an individual who believes the limits on human collaboration in the organizational setting are not limits of human nature, but of management's ingenuity.

It was not until the early 1970's, however, that such theories were put to practical use. Then, corporations such as General Motors, Proctor and Gamble, and General Foods had initiated work improvement programs.

The eighties have hosted a new wave of enthusiasm toward participatory management methods, with the end results of such programs promising a bright future. Companies and organizations such as Motorola, Inc., Singer-Link Division in Silverspring, Maryland, and Sharp-Cabrillo Hospital in San Diego, California have implemented participatory management programs in the form of quality circles, quality assurance programs or quality of work life programs, and witnessed increased productivity, improved products resulting in reduced costs, and, in the spirit of reform, improved job responsibilities.

# Participation in use

"Our Participatory Management Program was organized on the principle that every worker knows their job better than anyone else," said Motorola's Sengstock. "Employees will participate in the management of their work if that responsibility is presented to them properly."

Motorola's Participatory Management Program (PMP) is a structured, yet flexible way of managing the company on a continuing basis. Participants function in teams of 15–30 employees that work toward company goals

in a cooperative manner.

"It's important that the initiators and managers of our teams are trained in the area of participative management," explained Sengstock, "because if the teams are well-organized and properly conducted, the PMP becomes a highly participated and cooperative venture."

When asked about the formula for a successful participative management program, Sengstock offered the following advice: "Number one, management must have a desire for such a program. And two, mutual trust must exist between management and the workers."

An example of a company effort to build trust is Motorola's "I Recommend" Plan. Each work area has an "I Recommend" board where forms are placed on which employees may write suggestions. The catch is, all "I Recommends" must be answered within 72 hours by management or the employees involved.

"Here, line of sight is working for the benefit of all," claims Sengstock. "Employees see the recommendation, the answer, the action and the results. This builds trust in management integrity."

Another component of the "trust" principle is PMP's compensatory scheme, whereby any employee who participates in any company improvements or cost reductions receives an earned bonus.

# mproving quality in a circle

Another approach to participation management takes the shape of a quality circle. This is a popular device in which employees from a department meet regularly to solve production problems and thrash out better ways of working within that department.

"The underlying principle of a quality circle," wrote Robert A. Blake, author of *Productivity*, the Human Side, "is that those who do the work have many ideas about how to do it better, and if they are listened to, and if what they recommend is implemented, then

improved productivity will result."

Jim Ray, Manager of Motivational Programs at Singer-Link Division, agrees with this description and defines Singer-Link's three quality circles as "channels for human resource development. Employees are growing as they gain new insights into their jobs and their own potential."

Recently, a Singer-Link quality circle studied four different computer programs to find the most efficient mathematical bracket. Out of the four programs, the group ultimately chose one, that was, in fact, less costly and enabled engineering drawings throughout the company to be both efficient and consistent.

"Management support must exist from the top down and publicity must be very good for quality circles to be successful," said Ray.

# he company, the products, the patients

Based on the same principles as the Motorola and Singer-Link participation management programs, is another participatory scheme that is helpful not only to employees, but to clients—or patients as well. Under the title "quality assurance program," participation management exists at Sharp-Cabrillo Hospital in San Diego, as well as in other hospitals across the country.

"We encourage change that will result in less cost and increased efficiency," explained Don Jones, Managing Director of Materials at Sharp-Cabrillo. "And not just for the hospital and the employees, but for the patients as well."

Jones defines their program's procedure as democratic committees consisting of directors and employees that meet on a regular basis to study situations that need improvement. Committee members then vote on workable solutions and propose their final suggestions to upper management.

"Two elements are essential to our program's success," said Jones, "a trusting relationship between hourly and salaried workers and managers that are willing to listen."

# Some important considerations

Although there has been much success in participatory programs there is always room for improvement. Following are some important factors to consider when starting a program or when improving an existing one.

- Communication—Without effective communication, there can be no participation. Integrated communication between group members, managers and workers should be encouraged. Information must be clarified so that all members can understand their individual roles, group incentives and group goals. But before this can happen, management must establish a tensefree environment that incites subordinates to communicate their ideas freely and without hesitation.
- Trust—Mutual trust and support between management and workers will enhance communication and the cohesiveness of the group. In a team that displays both trust and effective communication, members will feel secure in making decisions that seem appropriate to them.
- Decision-making—The decision-making process used by many participatory groups is concensus, which encourages members to accept the group's decision on the basis of logic feasibility.
- Cooperation—As the group develops and grows, it becomes more cooperative through better communication and team support. A collective strength is formed that enables individuals within the group to grow and produce.
- ◆ Leadership—This role is a delicate one in participation management because it cannot be over-emphasized and often must be shared with team members. In a group context, one person is usually not capable of meeting all of the leadership needs of the group. Thus, the participatory leader's role is narrowed down to strengthening the team and its processes by ensuring that

all problems involving the team are dealt with by the team.

Often, because participatory group leaders require skills in human relations, individuals who have backgrounds in psychology are successful as leaders. For this reason, organizations often choose to hire an outside consultant to introduce participation management to a company or organization. But, once a company or organization has had experience with the concept, it can begin to develop its own leaders.

# A natural ally to employee services

"The participatory management programs are based on the same principle as employee services and recreation: employee morale is important for the individual worker and for increased productivity for the company," said Scott Baker, Manager of Recreation and Fitness Services at the Xerox Corporation in New York.

A participation management approach not only coincides with the philosophies of employee services, but it also works well as a management approach for employee services and recreation departments and employee associations. When committees in employee services and recreation departments and employee associations determine the context and scope of activities and events, the participation in and quality of employee programs naturally improve.

"These participatory methods bring employees and management together on the same level," said Jones, "just as a company event planned by an Employee Service and Recreation Department would."

And it is motivation, whether inspired by participation management or employee services programs, which is the key to a happier and more productive workforce.

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# FITNESS/HEALTH BULLETIN

# Some Arguments For and Against A Corporate Fitness Program

If you're beginning to lean toward the idea of a fitness program for your employees—and executives, who probably need it at least as much as anyone else—one of the first things you have to do is overcome the most common objections, some of which will appear in your own mind and some of which you will hear from others in your business.

#### We can't afford it.

That is the first thought some people have about anything. Doubtless it was said at the first company that decided to replace horse-drawn wagons with trucks; and when the first manager suggested giving the secretaries typewriters instead of new pens.

A more proper question is, "Can you afford not to?"

Is it better or cheaper to live with the likelihood that, sooner or later, avoidable health problems will end the careers of valued employees?

Maybe you can't affort a spacious gymnasium. But elaborate equipment is not essential. Fitness is. And it just might be more important for small firms that can't afford to lose even one key man.

Inexpensive lockers and showers in a basement or storeroom are enough for a perfectly good exercise program. Even that isn't required: Excellent activities like jogging, cycling and crosscountry skiing require no indoor area; and calisthenics and flexibility exercises need no equipment.

At whatever level you choose to begin, a modest tax-deductible investment in fitness costs far less than the heart attacks, lost time and perhaps lost people that exercise can help prevent.

# Time off for exercise will reduce productivity.

There are two answers to this one: (1) The NASA study and other stud-

ies show that fit employees work harder and produce more.

(2) It isn't necessary to give time off for the program, although it might be desirable to increase enrollment.



Participants in a company fitness program often choose to avoid crowded highways and commuter trains by coming in early for their "daily dozen," or by working out after business hours. Others exercise during the noon hour instead of having the typical businessman's lunch.

# Nobody else in your area is doing it.

This one might well be true. So why not take the lead? Why would you avoid a good idea because a competitor or neighbor isn't doing it? That isn't the way business moves ahead.

Employee fitness programs is an idea whose time has come, and it is catching on in businesses and industries of every size. That wouldn't be true if those companies couldn't find advantages in it.

# Only the fitness buffs will participate.

That simply isn't true. Naturally, the enthusiasts will take advantage of company facilities and opportunities. But their enthusiasm helps make the pro-

gram grow. Fitness can be infectious, and experience shows that others will jump in when an employer provides convenient opportunities for exercise.

And when a few shape up and slim down, the word spreads. Especially when some of the good results come from people in management.

Participation in well-run programs has been consistently high. And that's precisely what you want.

# We might be liable for injuries or heart attacks.

This is the biggie. This is the one that scares more people than all the others put together. But it doesn't have to

A company might be liable. But the risks are minimal. And remember this: Everything a company does involves liability, including the employee bowling league and even the annual dinner to pass out service pins.

A fitness program would be part of the job and the employer should be fully protected by workmen's compensation or private liability insurance. But the risks are small, and can be made even smaller with good planning.

Consider these thoughts from Dr. Kenneth Cooper, a leader in the area of fitness:

"What exactly is meant by proper exercise? It must include not only slowly progressive conditioning in men and women past 35 years of age, but it must include a good physical examination first. This examination should include a resting and stress electrocardiogram in an effort to pick up the heart disease characterized by a lack of symptoms.

"Remember, the occasional person who dies in conjunction with exercise dies not because he is exercising, but because he has heart disease previously undiagnosed.

# FITNESS/HEALTH BULLETIN

"At the Aerobics Activity Center in Dallas, since 1971, over 3,000 people have exercised on our indoor and outdoor tracks. During this time, they have run over 1,300,000 miles. Only two problems have occurred and no deaths!"

Good supervision is essential. Ideally, every company should have a full-time fitness director, trained in physical education and exercise physiology. Where that is impossible or impractical, an employee might have suitable qualifications or the entire program could be farmed out to a private contractor, local health club or YMCA.

Sound medical clearance is essential, and the fitness director (full-time employee, part-time or outside) should work closely with the company medical director or consultant. Where there is no company medical program, clearance of each employee by a private physician should be mandatory.

No middle-aged, long-inactive man or woman should plunge into a program of strenuous activity without first seeing a doctor. (A statement for physicians on "Evaluation for Exercise Participation," prepared with the American Medical Association, is available from the President's Council on Physical Fitness and Sports.)

Don't let all of that information scare you away from a program. The actual risks of injury or heart attack in a properly supervised program are small.

# Let's just tell them to keep fit.

After all the other points have been discussed and settled, somebody will come up with one more suggestion: "It's really none of the company's business. Let's just encourage our employees to take better care of themselves. We can send them a bulletin about it."

Keeping people more fit is a company's business. Ideally, of course, exercise should be a part of everyone's daily routine. But the fact is that most people exercise infrequently—or not at all. For all the well-known and widely publicized benefits of exercise, most

people do not bother to keep fit, and no public or company exhortations are likely to change their established habits

Employers can provide the stimulation as well as the opportunity, and do themselves a favor in the process. It's definitely a company's business because sedentary living and its consequences cost the country billions of dollars every year and employers pay the lion's share of direct and indirect costs.

Fitness is a proven, inexpensive way to reduce those costs by improving the health of working people.

Reprinted with permission from Building a Healthier Company, published by the Blue Cross and Blue Shield Associations. The publication is one of many included in Employee Health and Fitness Programs: A Folder of Introductory Information, a collection of materials, articles and booklets that answer a wide range of questions to help professionals start a complete health and fitness program for their employers. It is available from NESRA Headquarters, 2400 S. Downing, Westchester, IL 60153 for \$25 (members) or \$40 (non-members).

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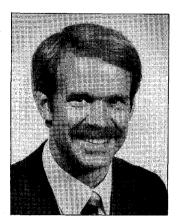
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# PRESIDENT'S OUTLOOK

# **Resource Tapping: Increasing Productivity**



Stephen W. Edgerton, CESRA Xerox Corporation 1982–83 NESRA President

Our employee services and recreation dollars can only stretch so far. To increase their elasticity, employee services and recreation managers must engage in creative resource tapping. They must draw from accessible and costefficient sources that can supply them with administrative guidelines, programming techniques, activity suggestions and program services.

Internal resources are often the most efficient means of obtaining a service. Because other departments within the organization are familiar with corporate policies and procedures, they are expedient and cooperative sources to tap. And, because they are in-house, the department can often render their services at costs below those of outside vendors or consultants.

Following are some examples of organizational departments that can provide valuable services to an employee services and recreation department or employee association.

• Accounting—assisting in budget

preparation; clarifying tax laws.

- Data Processing/Computer Services—assisting with the computerization of events and services; scheduling tournaments; tracking facility usage; printing employee mailing lables; maintaining an inventory of company store products or discount tickets.
- Employee Benefits—determining how much the total benefit package is worth and how employee services fits into that benefit package.
- Graphic Arts/Art Services providing art work to publicize the employee services and recreation program through flyers, brochures or slide presentations.
- Insurance—handling coverage benefits for employee voluntary participation in off-duty athletics or recreational or social activities; counseling on insurance requirements for recreation facilities; answering questions on liability.
- Legal—recommending and approving all contracts and other leagal documents; educating employees on worker's compensation laws.
- Medical—conducting health screenings for fitness programs; assisting with services for health programs or fitness events.
- Payroll—coordinating payroll deductions for employee dues; sending activity announcements with employee paychecks.

- Personnel—spreading the word on employee services at recruitment sessions and new hire orientations.
- Printing/Photo Services—coordinating the printing of publicity materials; developing program and activity photos.
- Public Relations—communicating employee services and recreation activities and programs to the workforce, as well as to the community; securing speakers for programs.
- Safety—providing recommendations and policies regarding facilities and their usage.
- **Security**—providing protection to people and property.

At Xerox, internal resources are tapped often. For example, security ensured that the new employee recreation center did not become a community center where the public enjoyed free use of the facility. The medical department regularly provided health screenings for Xerox employees interested in joining the fitness program.

Of course, there are many more resources available to employee services and recreation professionals outside of the company. Professional organizations, trade magazines and government agencies were just a few of the sources mentioned by NESRA President-Elect Phyllis Smith in a Region I Conference session on resource tapping held last fall. Below is a complete list of those resources Smith suggested employee services managers tap.

# PRESIDENT'S OUTLOOK

• NESRA Reference Library—Now located at 2400 S. Downing, Westchester, IL 60153, the National Employee Services and Recreational Association publishes *Employee Services Management Magazine*, a journal of employee recreation, health and education. ESM addresses current management concerns, issues in health and fitness, travel, employee services, sports and workforce trends.

Other publications available from NESRA include: Motorola's Recreational Manual, a "how-to" guidance manual for the recreation professional; Principles of Association Management, a textbook on the modern day association; Top Management Speals, testimonies by top corporating executives on the value of employee services and recreation programs; An Introduction To Industrial Recreation: Employee Services and Activities, the first college textbook on employee services and recreation programs to be published in a generation; and Employee Health and Fitness Programs: A Folder of Introductory Information, a comprehensive collection of materials and articles on corporate health and fitness programs.

- National Safety Council (444 N. Michigan Avenue, Chicago, IL 60611)—This organization provides information on safety in a variety of areas and provides pamphlets and brochures to employee groups on subjects such as nutrition, stress and CPR.
- Trade Magazines—The following magazines can provide employee services managers with a wealth of information: *Personnel Administrator* (published by the American Society for Personnel Administration, 30 Park Dr.,

Berea, OH 44017), contents deal with labor relations, training and development practices, safety, recruitment and productivity; Personnel Journal (published by A. C. Croft, Inc., 866 W. 18th St., Costa Mesa, CA 92627), addresses all aspects of human resources development including retirement planning, health care cost containment and recreation programs; Corporate Fitness and Recreation (published by Brentwood Publishing Corporation, 825 S. Barrington Ave., Los Angeles, CA 90049) covers issues in employee health and services programs including computerized fitness programs and selling health programs to the workforce; and the Specialty Travel Index, (9 Mono Ave., Fairfax, CA 94930) a comprehensive guide to the special interest travel market indexed by interest/activity and geographical location.

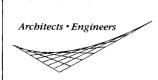
- Professional Organizations-National Employee Services and Recreation Association (NESRA), 2400 S. Downing, Westchester, IL 60153; Association of Fitness in Business (AFB) 700 Anderson Hill Rd., Purchase, NY 10577; American Society for Personnel Administration, 30 Park Dr., Berea, OH 44017; National Parks and Recreation Association, 1601 N. Kent St., Arlington, VA 22209; Administration Management Society, Marilyn Rd., Willow Grove, PA 19090; American Association of Retired Persons, 1909 "K" St. N.W., Washington, D.C. 20049.
- Government agencies—The Chamber of Commerce sponsors a governmental Affairs Council, which lobbies for bills at the state level; a Transportation Committee, which is involved with ordinances highway transporta-

tion (van pooling) and airport operation; and a Community Affairs Committee, which addresses community concerns and the construction of new sites, including leisure facilities.

- Police and Fire Departments— Can provide training and education through speakers and seminars on topics such as alcohol and drug abuse, crime prevention, emergency aid (CPR) and self-protection.
- State, City and Local Governments—All have labor boards and parks and recreation departments to answer questions on the labor code and provide a guide to available municipal parks.
- Convention and Visitor's Bureaus—Every state and major city has an agency that can provide information on hotels, transportation, and leisuretime activities in their area.
- Universities and Colleges—Share knowledge with educational institutions by attending classes in management, leisure studies or personnel administration or serve as a guest lecturer for a class on employee services and recreation. Interns can also be gotten through area colleges.
- Libraries—Municipal Reference Libraries can provide topical references and find associations to answer questions through the *Encyclopedia of Associations*.

Actually, this listing only scratches the surface of resources available to the volunteer or professional employee services and recreation director. For a safe, efficient and successful leisure-time activities and services program for your employees, constantly reach out and seek information from any available sources you can find.

# professional services directory



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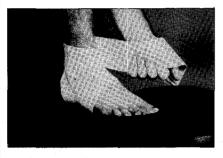
## **NEW PRODUCT AND SERVICE GUIDE**

#### CASCO: Preventing Injuries Before They Occur

The fitness craze has Americans jogging, working out in health spas, playing tennis, racquetball, soccer, football, softball and any other sport that will keep them in shape. Unfortunately, many first-time sports enthusiasts jump into exercise programs without learning all they should about warmups, conditioning and equipment. Both the number and kinds of sports-related injuries are on the rise.

So is the importance of sports medicine.

An important aspect of sports medicine is the prevention of injuries before they occur. With this in mind, Casco/USA has developed and marketed protective devices including an ankle wrap, which is the first orthopedically approved and patented device of its kind.



The Castiglia Ankle Wrap was developed for the stabilization of injured ankles. It is made of the highest quality surgical stretch elastic, allowing free motion and flexibility. It is used by a variety of athletes, especially runners. Sebastian Coe of England, holder of the world's record for the mile uses the Castiglia Ankle Wrap in training.

For more information on Casco/USA products call 1-800-327-9285 toll free.

# Game Time's Hexi Picnic Table Seats 12

Game Time's new Hexi Picnic Table, which seats 12, saves space and cost for the picnic area. Game Time designed this Hexi tabled to break the traditional mold, yet provided plenty of eating and sitting room.

The Hexi Picnic Table is constructed of pressure treated, unstained wood top and seats (with a 10-year warranty), and has galvanized frame and bench supports. It uses a ground space of 8' × 8' and weighs 444 lbs.



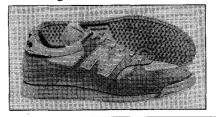
Further information on Game Time's Hexi Picnic Table can be obtained by contacting Game Time, P.O. Box 121, Ft. Payne, Al. 35967, 205-845-5610.

#### New Balance Introduces New Athletic Shoes

New Balance Athletic Shoe, Inc. introduced the W330-Heartbeat aerobic shoe at the Sporting Goods Manufacturers Association Show in New York, October 1–4.

The shoe will be available in retail stores across the U.S. in late fall, 1983. The W330 has a suggested retail price of \$29.95.

The W330-Heartbeat is specifically designed to provide maximum stability and comfort for aerobic dancing. The split suede saddle and sway bars provide support for lateral motion and ball-of-foot exercises. The 60-weight surlyn counter cradles the heel to provide rearfoot stability and helps prevent heel slippage and ankle turns, while the EVA midsole/wedge and the terry sock lining provide shock attenuation and cushioning.



# Stairmasters: Climbing To Fitness

Stairmaster, a new aerobic exercise system introduced by Tri-Tech, Inc., operates as a series of revolving steps powered by the weight of the exerciser. The stairs circulate as the exerciser "climbs" and are stopped by a hand brake.

Six climbing speeds allow a wide range of workouts for men and women of all ages and physical ability. Stairmaster provides fast workouts which maximize cardio-vascular and muscle conditioning as well as calorie-oxygen consumption. It is ideal for weight reduction, therapy and overall body conditioning and is especially beneficial for leg, back, buttock and stomach muscles.

The programmable electronic console mounted at the top of the unit allows the user to set the length of the workout which helps eliminate monotony and makes the exercise time more enjoyable. An audible tone signals each floor level reached and workout completion. Digital readouts display flights climbed, calories consumed, pulse rate and elapsed time so progress is easily measured.

For more information, contact George Schupp, Tri-Tech, Inc., 6011 N. Yorktown, Tulsa, OK 74156 or call toll free 1-800-331-3578.



# **NESRA CALENDAR**

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson, CESRL (213) 354-5367 or Jim Mowery (213) 843-2858.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Sue Potter—(614) 227-6417.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets on the second Wednesday of the month. Contact Randi Lomis—(216) 692-6460.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Pat Yandell—(214) 234-7679.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets on the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Rrecreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5000.

League of Federal Recreation Associations/ Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 496-6061.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the third Wednesday of the month. Contact Lynn Clark—(713) 776-5309.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-2461

Minnesota Employee Recreation and Services Council/ St. Paul, Minnesota, meets on the third Thursday of the month. Contact Ralph Ferrara—(612) 540-7370.

New York Industrial Recreation Directors Association/New York, New York. Contact Barbara Mansfield—(212) 623-4981

Oakland Industrial Recreation Association/ Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/ Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rochester Area and Employee Services/Rochester, New York. Meetings on the last Thursday of the month. Contact Sandy Clark—(716) 328-2550 ext. 5570.

San Antonio Corporate Recreation Association/San Antonio Texas. Meets on the second Wednesday of the month. Contact Hector Luna—(512) 690-2311.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosho—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

#### **Conference & Exhibits**

Region I Conference and Exhibit will be held October 20–22, 1983 at the Marriott Thruway Hotel, Rochester, New York. For more information, contact Scott Baker at 716/422-4101.

Region V Conference and Exhibit will be held October 13–15, 1983 at the Minneapolis Hilton Inn, Minneapolis, Minnesota. For more information contact Jim Urich at 612/733-6079.

Region VI Conference and Exhibit will be held October 13–15, 1983 at the Sheraton Park Central Hotel, Dallas, Texas. For more information, contact Pat Yandell at 214/234-7679.

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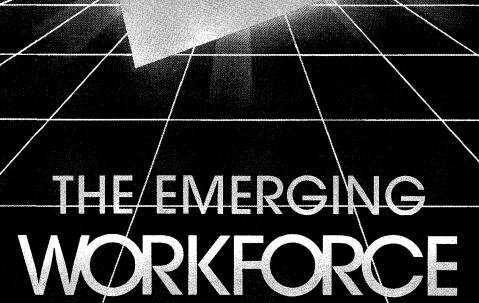


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# Employee Services

JOURNAL OF EMPLOYEE RECREATION Management HEALTH AND EDUCATION

OVEMBER 1983



# NESRA

# Services and Activities

#### **Purpose**

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

# Services and Activities

EMPLOYEE SERVICES MAN-AGEMENT—Published 10 times a year. A stimulating, useful, howto-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to EM-PLOYEE SERVICES MANAGE-MENT, Keynotes, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NESRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops— NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

#### Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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You'll be 'Prospecting for Knowledge' at NESRA's 43rd Annual Conference and Exhibit at the **Beaver Run Resort** Breckenridge. Colorado May 17-20, 1983.

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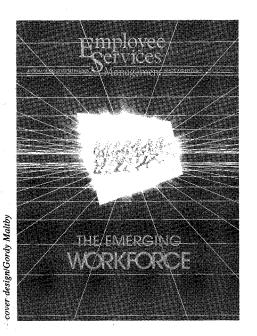


The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, nonnegotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Employee Services Management is only one of many services included in NESRA membership. Others include newsletter, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 2400 S. Downing, Westchester, Illinois, 60153. Phone: (312) 562-8130.



# In this issue . . .

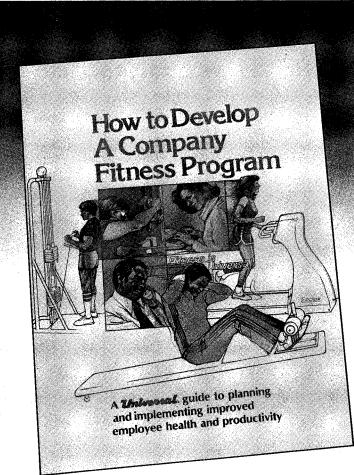
"The knowledge explosion and the revolution in science and technology are continuing to grow exponentially," Ross R. Millhiser, Vice Chairman of the Board of Philip Morris Incorporated noted in his address at the symposium, "Working in the Twenty-First Century." "They promise a quality of life that could go beyond the most fantastic dreams of a generation ago. They have also opened a Pandora's box of problems and threats. However, you will recall that the Pandora legend ended with one thing left in the box—hope."

Most futurists are equally optimistic about work in the next decade and the next century. So are most employee services and recreation administrators; they hold the most potential for satisfying the new breed of workers.

This new generation of employees is putting family and leisure before work, calling for participative management techniques, and holding keen interests in personal development and autonomy. As the twenty-first century approaches and redefines the nature of work, a humanized workplace will be inevitable. And employee services and recreation administrators will have to be there to deliver it to a hungry workforce.

But before you can plan and program for jobholders, you must understand "The Emerging Workforce," this month's cover story.

To reach the total employee population it is important to program for a diverse workforce, a mosaic society. The feature articles, "Programming for the Off-shifts," "Corporate Music Programs Keep Employees Humming," and "Oral Edification," offer programming ideas for the innovative recreation planner.



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## Employee Services

JOURNAL OF EMPLOYEE RECREATION Management HEALTH AND EDUCATION

#### November 1983 ● Volume 26 ● No. 9

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Journal of the National Employee Services and Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee services, recreation and fitness programs are essential to effective personnel management.

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#### **NEWS IN BRIEF**

## White Collar Waste Costs U.S. Business Billions

The service sector of the American economy, which includes enterprises ranging from banks and insurance companies to fast food outlets and association offices, is overstaffed by millions of workers and U.S. business is therefore paying for billions of wasted work hours every year, says Val Olson, author of White Collar Waste: Gain the Productivity Edge, (Prentice-Hall).

Olson says America's 53 million white collar employees produce only 4 hours of effective work out of each 8-hour work day, reports Association Trends.

He claims his 4/8 theory has been substantiated through almost 20 years of his experience in the field of white collar productivity.

As a first step toward raising white collar productivity, Olson advises managers to recognize these basic characteristics of the problem:

- White collar productivity differs fundamentally from blue collar productivity. "Blue collar productivity is closely related to machines and is determined by rate of activity," he says. "White collar productivity does not depend on how fast an office employee works, it hinges rather on the efficient use of time."
- The solution to the office productivity problem lies in management. "Office time is wasted because management does not know how to manage it," Olson writes. "I have yet to see a group of white collar workers who will not respond to reasonable work direction." Too often, he concludes, "managers solve their problems (or think they do) by throwing people at them."
- A "back-to-basics" approach works best. "Too often, productivity management is viewed as voodoo management," he says. "Quality of work life programs are not a substitute for good management," and "Quality circles are the icing on the productivity cake. Don't confuse them with the cake itself."

As monumental as the white collar productivity problem may be, it is solvable, Olson says, but American management has barely begun to confront this aspect of the productivity issue, despite the fact that more than half of all American workers are now employed in the service sector.

"American corporate managers," he says, "with few exceptions, do not even suspect the problem exists."

If management can come to grips with and aggressively address the white collar productivity issue, the book concludes, "we should be able to improve the country's international marketing

(continued on following page)



#### **NEWS IN BRIEF**

(continued from previous page)

position. And that, in the end, means jobs."

## Accidents Cause Eleven Deaths Each Hour

There are about 11 deaths and 1,030 disabling injuries every hour that are caused by accidents, the National Safety Council reports.

According to Council statistics, 93,000 persons died accidently and 9 million others suffered disabling injuries in 1982. This figure, the fourth consecutive annual decrease, represents a 6 percent reduction from 1981.

Despite the trend in fewer accidental deaths and injuries, the most recent statistics indicate that accidents are the fourth leading cause of death (behind heart disease, cancer and stroke) for all persons, and the leading cause of death for persons aged 1 to 38.

The Council also reports that the total cost to the nation of accidental deaths and injuries last year was at least \$88.4 billion. This figure includes \$23.7 billion in lost wages, \$12.1 billion in medical expenses, and \$16.2 billion lost in property damage caused by motorvehicle accidents.

#### Disability Aid to Be Increased Under House Bill

The House Ways and Means Committee recently approved legislation designed to give greater protection to people seeking federal disability benefits or contesting efforts to take them off the rolls, reported the *Wall Street Journal*.

The five-year cost of the legislation, which cleared the panel in a unanimous voice vote, is close to \$4 billion, with about \$2.2 billion of that coming in increased disability payments. The rest would come from added administrative costs and about \$1.3 billion in increased Medicare payments. The increased cost for Medicare, the government's health-care program for the elderly, stems from the fact that dis-

ability recipients become eligible for Medicare after two years on the rolls.

The legislation is a response to widespread political pressures arising from a two-year effort by the Social Security Administration, which administers the disability program, to tighten eligibility procedures.

Congress in 1980 called for tighter procedures on the grounds that the program was out of control in terms of size and cost. The Ways and Means bill officially would reverse that judgment, as well as the tightening effort.

"Over the past two years," said Rep. J.J. Pickle (D., Texas), "many Americans obviously not in a position to work were terminated, causing undue hardship in many instances."

Rep. Pickle, chairman of the Social Security subcommittee, said he hoped Congress will enact the bill by the end of October. But in the Senate, Finance Committee Chairman Robert Dole (R., Kan.) has expressed strong doubts that the Senate can complete action on a companion measure by the end of the year and perhaps not until the end of March.

The measure would expand the right of disability recipients to seek a face-to-face interview with program administrators at an early stage in the review process when their presence on the rolls comes into question. It also increases the burden of proof for program managers seeking to remove recipients from the rolls.

Another provision would prevent the immediate discontinuation of a recipient's benefits after a determination that he no longer is eligible, while calling for a thorough review of criteria for determining disability in cases of mental impairment.

#### 'Copier on Every Desk' Nearing Reality

The age of a "copier on every desk" may be just around the corner, according to the Administrative Management Society (AMS).

The new low-cost personal copiers bring ease of use, convenience, and copy quality to the extreme low-end user, according to copier authority Richard E. Hanson, writing in AMS' *Management World*'s copier issue. These machines add a new dimension to the administrative manager's portfolio, "the cost-effective potential of having a copier on every desk with a typewriter," writes Hanson.

The trend toward greater use of small copiers is supported by a survey of North American business copier usage reported in the special copier issue. The study found a 12 percent increase this year in the number of companies having convenience or low-volume copiers. Some 68 percent of surveyed companies presently report having this type of machine, compared with 56 percent in 1982.

Also, while last year 33 percent of the companies said they planned to acquire a copier in the next 12 months, this year's survey found that 39 percent intend to do so, likely a reflection of the current economic recovery.

Copiers are being offered with a variety of new capabilities and options, another report notes. Among these are a voice-synthesis or "talking copier" ability, where the copier tells the user how to operate the machine, or if something is wrong, and a "help" button where a copier flashes simple operating instructions to a user.

## U.S. Industry '82 Profit Margins Lowest in 30 Years

Corporate earnings in 1982 averaged less than 4 cents per sales dollar, the lowest level in 30 years, according to a report from Standard & Poor's Corporation.

It was the third year in a row that American corporations made less than a nickel per dollar of sales.

Profits of companies in the S&P 400 Industrials Stock Price Index averaged 3.95% of sales last year, and S&P chief economist David Blitzer said "Last year's dismal profit margin performance reflected the effects of one of the worst recessions since WW2."

#### **NEWS IN BRIEF**

The survey revealed last year's profit performance was almost one fifth worse than 1981, and the lowest return since 1952.

#### Regular Exercise Can Increase Workers Productivity, Experts Say

Dr. Richard Keelor, President of Campbell's Institute for Health and Fitness, and special advisor to the President's Council on Physical Fitness and Sports, will direct a one-day symposium on December 8 that will bring business leaders together with world-renowned experts on physical fitness in Dallas, Texas.

The symposium, which will take place at the Amfac Hotel and Resort, will feature keynote speakers Dr. Kenneth Cooper, author of several best-selling books on aerobic exercise; and Dr. George A. Sheehan, author and practicing cardiologist.

"People in top management positions around the country are beginning to recognize that physical fitness is a prudent investment in the health, vigor, morale, and longevity of the men and women who are any company's most valuable asset," says Dr. Keelor.

The symposium presents an opportunity for business leaders, government officials, and other interested persons to get the facts about fitness and productivity from recognized experts. Those who attend the symposium and wish to implement their own fitness programs will have an opportunity to participate in follow-up consultations with a team of experts from the President's Council who can help plan fitness programs for their companies.

Telephone reservations for the symposium may be made as late as December 5 by calling 319-365-1663. Further information about the entire program may be obtained by writing to Health & Fitness, P.O. Box 741, Cedar Rapids, Iowa 52406.



Dr. Richard Keelor



Dr. Kenneth Cooper



Dr. George Sheehan

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#### NIRREF BRIEFS

#### **Internship Possibilities:** Present and Future

Coinciding with the growth of employee services and recreation programs in business and industry is a growth in the recreation curriculum of America's universities. More colleges and universities are now requiring their students to serve internships to give them on-the-job training, complementing their educational backgrounds.

What are the possibilities for a student intern in employee services and recreation? To answer that question, 496 business and industrial members of the National Employee Services and Recreation Association (NESRA) were recently surveyed by four students in the Recreation and Leisure Department of the State University of New York at Brockport. The students, Gerald Eager, Antonia McVay, Robert Medwin and Michael Murphy, conducted the survey for NESRA's research arm, the

National Industrial Recreation Research and Education Foundation (NIRREF).

One hundred and eight companies responded to the ten-question survey, for a 22 percent return. Among the survey highlights:

- Thirty four percent of the companies surveyed currently accept student interns. An additional thirty percent said they are considering the establishment of an internship program in the future.
- Sixty percent of the respondents that offer internships provide some sort of stipend for the intern. Of the companies considering internship programs, 34 percent indicated they will offer some sort of stipend.
- of the internship program should not exceed 20-24 weeks. And, 57 percent of the respondents who currently accept interns and 44 percent of those that are considering adding an internship program, indicated that, ideally, the length should be 8-12 weeks.

While the survey did not explain why most U.S. companies (68 percent) do not accept recreation interns, it did show an acceptance of the interns in some business and industrial settings and emphasized the need for information and broader research in this area.

#### ternship programs has decreased slightly. by Gerald Eager, Antonia McVay, Robert Medwin and Michael Murphy • Eighty one percent felt the length

#### NAMES IN THE NEWS

When comparing these results to the

1978 data collected by the late William

B. DeCarlo, CESRA, and Peter Gum-

bunger and Kathy McFadden (see Rec-

reation Management, October, 1978),

there is an increase in the number of

companies offering stipends to interns

(59 percent in 1983 compared to 53

percent in 1978) and an increase in the

number of companies considering ac-

cepting interns in the future (up five

percent, from 25 percent in 1978). Fi-

nally, since 1978, the number of com-

panies currently offering recreation in-

#### Retired

Melvin C. Byers, CESRA, from his position as executive director of the Toledo Industrial Recreation and Employee Services (T.I.R.E.S.) Council and consultant/Keynotes editor/ "Ideas Clinic'' columnist for the National Employee Services and Recreation Association (NESRA). The founding member of the T.I.R.E.S. Council, Byers became its executive director in 1971.

He has been a member of NESRA since 1942, serving on the board of directors for six years, as a regional director and vice president of membership, and on NESRA's publication advisory board. He was named chief technical consultant for NESRA's textbook, An Introduction to Industrial Recreation. Most recently, Byers served NESRA as a consultant, while editing the association's Keynotes newsletter and writing a monthly column, "Ideas Clinic" in Employee Services Management. He is the former corporate director of employee activities and services for Owens-Illinois, Inc.

For his involvement in and contributions to the field of employee services and recreation, NESRA awarded Byers two Distinguished Service Awards.

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#### **Conference Update**

#### Transportation Ease Goal of NESRA Conference

American Airlines has been named the official carrier for the 1984 NESRA Conference and Exhibit, "Prospecting for Knowledge," in Breckenridge, Colorado, May 17–20. NESRA delegates exhibitors, students and guests will receive at least 30 percent off the day coachfare when flying American to Denver-Stapleton Airport.

To secure the discounted airfare, passengers should call American Airlines toll free (1-800-433-1790, in Texas, 1-800-792-1160) and provide NESRA's special account number (S-5893) when making their reservations. For cities not connected to the American Airlines' network, discount flights with other carriers will be arranged by American.

Round-trip shuttle bus service from the Denver airport to the site of the 43rd Annual Conference and Exhibit, the Beaver Run Resort and Conference Center in Breckenridge, will be provided to conference attendees for \$25. Buses will depart from Denver-Stapleton on Wednesday, May 16 starting at 10:00 a.m. and scheduled according to delegates' flight arrivals. Refreshments will be served en route to Beaver Run. Any special arrangements can be made through conference chairman Leroy Hollins.

Car rentals can be arranged at the Denver-Stapleton or Colorado Springs Airport or at Beaver Run.

"Those attending the conference should be sure to have their corporate travel departments or travel agents take advantage of the American Airlines discount to get the most economical package," said Hollins. "For the best flight arrangements, they should book passage as early as possible."

Delegates' registration is \$180 before April 15, 1984. NESRA conference attendees can also enjoy special rates for their accomodations at Beaver Run: (all rates are per night) single or double room, \$60; one-bedroom suite, \$85; two-bedroom suite, \$115; three-bedroom suite, \$175; and four-bedroom suite, \$235. All suites include full kitchen, living room and fireplace.

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One might call the 32nd Annual Conference and Exhibit of the National Employee Services and Recreation Association's Region VII a "Rolls-Royce" if one could take the license to use a car brand name to describe an educational and social event that was truly a class act, fueled with enough enthusiasm to move a thousand real Rolls-Royces.

And if one wanted to aptly describe a region of the national association with all the brilliance that is only Rolls-Royce, one might even call this nearly 800-strong group a "Rolls-Royce" region.

Out west, legend has it, a group of employee services and recreation professionals and leaders from Washington, Oregon, California, Arizona, Nevada, Utah and Idaho established a seventh region of the National Employee Services and Recreation Association and jokingly began calling themselves the "Cadillac" of the NESRA regions, a reference to their energy and dramatic growth.

The initial spark that ignited their energies has since burst into flames of enthusiasm. The largest of the NESRA regions, Region VII has even abandoned the nickname "Cadillac" in favor of "Rolls-Royce." And this time, the title is no joke.

"Our region is energy, enthusiasm and excellence," said Region VII senior director Bill Bruce of Motorola, who first made the analogy of the region to the world-class automobile.

"The enthusiastic participation of Region VII and the other NESRA regions present made this conference a resounding success," said conference co-chairman Don Jones, Sharp-Cabrillo Hospital.

"We expected nothing short of excellence for this conference", concurred conference co-chairman Jim McKeon, Cubic Corporation

More than 300 delegates, students and exhibitors enjoyed the four days of workshops, exhibits, social events and educational sessions, September 8–11, hosted by a region whose enthusiasm is contagious.

Lee Shapiro, J. D., set the tone for the conference in his keynote address, "The Pursuit of Excellence," delivered on the opening day of the 1983 conference:

"Excellence is a state of mind," Shapiro explained. "It needs to be nur-

tured until it becomes a habit.

"But you already know about excellence," he added, "that's your job. To bring excellence to the workplace."

Shapiro detailed several ways to reach and motivate people, an important goal for employee services professionals.

"Ask them questions," he noted. "Listen to them with complete concentration. And catch them doing something right."

Shapiro, a former municipal judge who now calls himself the "happy hugger," concluded the session by hugging those in attendance and encouraging them to do the same to other members of the audience.

"Always remember," he said, "the people you deal with don't care how much you know until they know how much you care."

Exploring the increasingly popular employee programs that demonstrate how much a company cares were two conference sessions, "Employee Assistance, Part I," with Marilyn Spillers and "Employee Assistance, Part II," with Barbara Hanchette, both from Sharp-Cabrillo Hospital.

Because effective programming is one of the major tests of an effective employee services manager, two other conference sessions offered programming tips. "The Employee Store: The Beginning," with Bob Pindroh, Lockheed Employees' Recreation Club, explained the "how-to" to conference delegates on starting a discount program through a company store.

Dick Brown, NESRA's vice president of fitness and health and general manager of the Texins Association of Texas Instruments, outlined the components and explained TI's philosophy of "Corporate Fitness Programs" on day three of the conference.

"We help people die young," quipped Brown, "as late in life as possible."

Brown isolated six major components of a corporate fitness program: (1) interview/risk profile, (2) fitness level assessment, (3) exercise prescription, (4) monitored progress/motivation/consulting, (5) education, and (6) record-keeping.

"Record-keeping makes the fitness program personal by allowing participants to see their progress," said Brown. "And this is essential for motivation and commitment. It also helps report to management how the program improves employee lifestyles. And that helps gain support for the program itself."

Echoing Brown's plea for wellness in the workforce was Julian Whitaker, M.D. of the National Heart and Diabetes Treatment Institute, in the session, "Lifestyle (Diet/Exercise) Relates to Health."

"The three major avenues for improving health are diet, exercise and vitamins and minerals," noted Whitaker.

According to Whitaker, the diseases afflicting this country's population are directly related to the foods eaten. And in the U.S., the excessive amount of dietary fat consumed is life-threatening. Fat causes red blood cells to stick together and, thus, impedes circulation.

"High blood pressure and diabetes are almost 100 percent preventable," said Whitaker, "and totally unnecessary."

What is necessary to employee services professionals, however, is sound management practices. Parliamentary procedure, which facilitates productive meetings, was discussed by Phyllis Smith, CESRA, of the Hughes Fullerton Employee Association in the session "Order of Business—Roberts Rules."

Conference delegates also attended "60 Mintutes of Law School," taught by James Scott, J.D., with the law firm, Holt, Baugh and Scott. The audience increased their knowledge in the legal arena in this session, and later sharpened their skills for "Working With Vendors" at the panel discussion featuring Maxine Haun, Rockwell International, Dave Baker, Xerox Corporation, Steve Coffey, Lockheed Aircraft and John Racanelli, Marine World/Africa USA.

Vendors themselves were afforded the opportunity to sharpen their marketing skills at the panel discussion, "Making Effective Sales Calls," with Lee Stevens, Perry Truman Company, and Beverly Rader, Catalina Cruises.

Employee services and recreation administrators and volunteer leaders learned about professional certification within their field from NESRA's vice president of membership Ralph Ferrara









(Clockwise from top left) Region VII Conference co-chairman Don Jones (l.) and Jim McKeon (r.) were responsible for several 'firsts': the IRC 'Eat and Meet'' (top and bottom right) and a visit from Joan Embery and her feathered friend of the San Diego Zoo.

of General Mills, as well as about "The Wave of the Future" in recreation from the animated Jim Battersby, Lockheed-Sunnyvale, and Gail Hilbert, Raul Estella, Fran Barnett and Lydia Beadell from the Lockheed Employees' Recreation Association.

Finally, conference delegates heard perspectives on corporate recreation from both sides as Gene Lamke, San Diego State University detailed the findings of his study, "Perspective of Industrial/Corporate Recreation Services by the Boss and the Recreation Director."

Lamke's study showed the misinformation being held between the two groups surveyed; specifically in the areas of cost per participant, percentage of employees in recreation programs, method of financing, use of volunteers, staff training, education background and desired qualities of recreation professionals, and the benefits of recreation programs to a company.

"The implication of this research is that there is a communication gap between recreation directors and corporate executives," said Lamke, "therefore, a top priority for all employee services and recreation professionals must be to inform top management of the goals and progress of their programs. When top management actually hears the facts about their employee programs, they will give them support and this will contribute to the field's growth."

There was, of course, more to the Region VII conference than educational sessions. Time was allotted for socializing and a co-mingling of peers. A mexican buffet dinner—complete with mariachi band, a tour of wildlife preservation in action at the San Diego Wild Animal Park, a fun run and jamboree breakfast featuring the colorful San Diego sportscaster Ted Leitner KFMB-TV, mixed fun and the exchange of ideas.

A conference first, the "IRC Eat and Meet" captured the enthusiasm that characterizes Region VII. A trivia contest pitted NESRA chapter against NESRA chapter and recalled images of "Let's Make a Deal"-type excitement.

The conference rode like a 'Rolls-Royce,' "summed up Bill Bruce. "A real class act."

#### **CONFERENCE TAPES AVAILABLE**

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- "I OWE MY SOUL TO THE COMPANY STORE"—Randy Schools, CESRA, General Manager, Recreation and Welfare Association, National Institutes of Health, provides assistance in developing goals, objectives and procedures while appealing to today's consumer through a company store.
- "PROBLEM SOLVING STRATEGIES FOR EMPLOYEE SER-VICES AND RECREATION PERSONNEL"—Linda Hartsock, Ph.D., President, Hartsock Associates, discusses how situations become problems, input overload, decision-making models and strategies for coping with on-the-job problems.
- "VOLUNTEERS—THE SUCCESS OF OUR PROGRAMS"—
   A panel discussion that explores how every successful employee
   services and recreation program relies on the use of volunteers.
   This session addresses ways to motivate, work with and reward
   the volunteer.
- "CHAPTER DEVELOPMENT: WHAT'S IN IT FOR YOU?"
   Michael T. Brown, CESRA, Director of Marketing, NESRA, explains how to start a NESRA Chapter. Information is presented regarding bylaws, dues, organizational structure and benefits of chapter affiliation.
- "PERSONAL AND CORPORATE WELLNESS"—Donald B. Levitt, Ph.D., Stress Management and Performance Enhancement consultant, aims to increase awareness on the concept of total wellness—including psychological, vocational, avocational, social, educational and spiritual health.
- "PRE-RETIREMENT PROGRAMMING—CREATING YOUR FUTURE NOW"—Stanley and Verna Hayes, Life Design Associates, present a profile on pre-retirement education, training, and counseling. Topics include: background information for retirement programs, types of programs, typical costs incurred and achieving an effective program.
- "EMPLOYEE FITNESS PROGRAMS—WHERE DO I BE-GIN?"—John Bickley, Director of Fitness and Physical Education, YMCA of Columbus, supplies answers to the often-asked questions: "How much will it cost?", "Where do I start?" and "How do I justify a program?"
- "PLANNING FOR A CAREER IN EMPLOYEE SERVICES AND RECREATION" (student session)—John Rath, Manager of Employee Fitness Programs, Frito Lay, Inc., explains how a student can gain practical experience through internship programs provided by businesses and industries and explores the facts about the field of employee services and recreation.

- "HUMAN RESOURCES MANAGEMENT AND EMPLOYEE SERVICES—MEETING THE NEEDS OF TODAY'S WORK-FORCE"—Ray Walsh, Consultant, Human Resources Concepts, Inc., highlights the ever-increasing importance of the role of employee services and recreation in managing today's—and tomorrow's—employees.
- "AN EMPLOYEE PROGRAM THAT MAKES A DIFFER-ENCE"—Elaine Clark, Employee Assistance Counselor, Riverside Methodist Hospital, discusses how Employee Assistance Programs are becoming more common as employers realize the part they can play in helping employees deal with personal problems.
- "CURRENT ISSUES IN HEALTH: WELLNESS PROGRAMS
   IN INDUSTRY—ARE THESE PROGRAMS REALLY GOING
   TO MAKE IT?"—Beverly Ware, Ph.D., Health Education Programs Coordinator, Ford Motor Company, addresses issues in
   the implementation and management of health and wellness programs within an organization. Among the issues examined are
   program definitions and operations, the relationship of these programs to existing company activities and benefits—for employees
   as well as management.
- "SPORTS PROGRAMMING"—Jim Battersby, Executive Director, Lockheed Employee Recreation Club, provides a look at facility resources, scheduling techniques, risk prevention and first aid administration in the corporate sports program.
- "COMPANY-SPONSORED DAY CARE: EASING THE MINDS
  OF EMPLOYED PARENTS"—Marilyn Soloman, Vice President
  of Marketing and Research Development, ECLC Learning Centers, Inc., explains how company-sponsored day care solves the
  problem of finding proper care for children of working parents.
- "THE ART OF NEGOTIATION"—Dom Bucca, CPM, CESRL, Corporate Director of Purchases, Jamesbury Corporation, discusses how administrators can gain the upper hand in negotiating business transactions through the use of strategic negotiation.
- "PUTTING HIGH-TECH INTO YOUR RECREATION PRO-GRAMMING"—Becky Serey, Manager, Micro-Computer Services Group, Ohio State University, gives an in-depth look at how computers can enhance the administration of a recreation program with employee surveys, tournament scheduling, item sales and financial planning.

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# Joining the Olympic Movement



The 1984 Summer Olympic Games will be the most promoted, advertised and watched sports event in history. This worldwide exposure, created through the media and sponsorships, will produce extensive product recognition and consumer demand for Olympic collectibles.

Universal Promotions U.S.A. is banking on such heavy demand. Their confidence is evidenced by the ten to forty percent employee discounts on Olympic collectibles they are offering corporate members of the National Employee Services and Recreation Association (NESRA).

Working in cooperation with NESRA, Universal Promotions' Product line includes giftware items featuring the Stars in Motion, the official symbol for the 1984 Summer Games and Sam the Olympic Eagle, official mascot for the Games. Designed by Walt Disney Studios and available in different sport poses, Sam signifies the spirit and pride of the U.S. athletes competing in the Games.

By participating in this Olympic gift program, companies can offer Olympic commemoratives to their employees at considerable discounts while also raising substantial revenue for their own programs and activities.

Robert Hessman, President of Universal Promotions U.S.A. estimates that with minimal effort, a medium size company with 3,000 employees can raise \$3,000 for their programs and provide employees a valuable discount by participating in the three different programs Universal Promotions will offer before the Games commence.

"Of course," said Hessman, "with more effective promotion, more money can be gained for employee programs."

Through this discount program, companies will also be supporting American athletes, through fees paid to the Los Angeles Olympic Organizing Committee by the product licensees, and supporting NESRA, through the donation Universal Promotions will make to the association based on overall sales.

"We've already tested the Olympic products in several California companies," said Hessman, "and they've proven quite popular. The response averaged between 10 and 18 percent last summer. We expect that figure to double or even triple as the Christmas season and Olympic Games approach."

Universal Promotions will sell the Olympic products to participating companies at 20 to 40 percent off the suggested retail price and provide the companies with product brochures and order forms to distribute through their inhouse channels. Universal Promotions, which acts as a clearinghouse for the official licensees of the 1984 Summer Games giftware, will offer at least three different product lines to participating companies before June, 1984. The first, already in progress, is a Christmas program.

"Olympic items are like a piece of America," noted Hessman. "And they make great Christmas gifts. In addition to the glassware, clocks, pins, hats, tote bags and procelain products available to employees, Holland Farms is providing us with a fruit cake in an Olympic decorated ceramic bowl that will not be sold in any retail outlets.

"In February," he continued, "we'll introduce some new products such as calendars, posters, playing cards, stuffed eagles and new porcelain and glass-

ware products."

After contacting Hessman directly at 213-445-8887 and receiving program materials, companies interested in participating in the discount program should appoint an Olympic chairman to coordinate all operations. Order forms and product brochures should be distributed to employees through in-house channels such as interoffice mail, bulletin boards or payroll.

The chairman then must consolidate all employee orders to the Master Order Form (a master form should be filled out for each shipping point) and forward the original, together with a company check to Universal Promotions. Copies of the Master Order Form should also be sent to Bill Raney, National Olympic Chairman, Home Savings of America, 3731 Wilshire Blvd., Los Angeles, California 90010.

To make the program as simple as possible, Universal Promotions has averaged all shipping costs, breakage insurance and donations to NESRA into the corporate cost to participating organizations.

"The suggested retail price for the sport mugs is six dollars each," explained Hessman. "The corporate cost is \$3.25 and the employee cost—which the company must sell it for— is \$4.15. That leaves the company a profit of ninety cents per mug sold."

"We raised about \$600 for our general recreation fund from the pilot program alone," said National Chairman Raney. "And all I did was send flyers to department managers who handed them out to their employees. I think we'll raise three times as much as the Olympics approach and the Olympic hype intensifies."

Programming for and working with employees entails not only knowing who they are and what they do today, but forecasting who they'll be, what they'll do and how they'll do it tomorrow.

# THE EMERGING VORKFORCE

by Kimberly A. Thomas, editor

ork in the last century meant sweatshops and 84-hour work weeks. Unions and child labor laws were the prominent issues in an America that was rural and agricultural.

Work in this century initially meant manual labor in manufacturing organizations and more rights for the mostly male, white workers. Now, the issue at hand is the high-tech revolution and its effects on a diverse workforce in an urbanized America.

Work in the next century, predict the experts, will take place in an information-based society, rather than an industrial-based labor environment. Growth and change will be accelerated by technological advances in commu-

nications and computerization and have far-reaching effects upon a workforce that will transform the U.S. from a "melting pot society" to a "mosaic society," with major pockets in the South and Southwest.

For centuries, changes in the nature of work, the workforce, the individual and life in general came about through evolution, often so slow things remained relatively constant from one generation to the next:

The present rate of change is revolutionary. What industrial pioneer could have predicted men on the moon, mass communications or the microchip in less than a century?

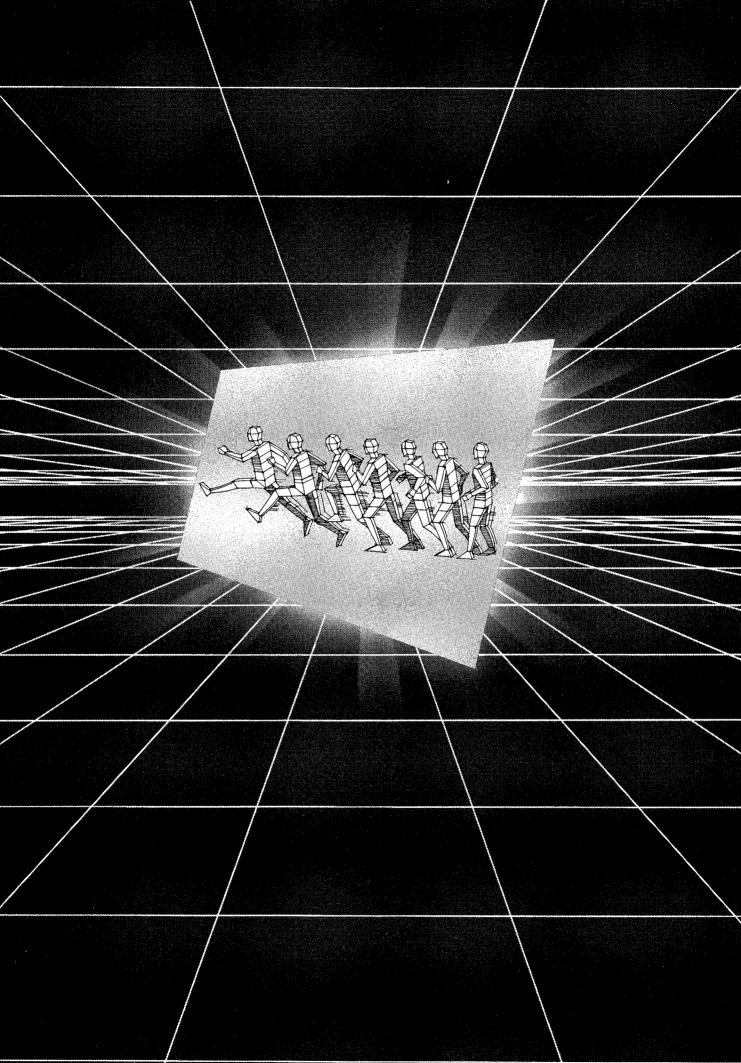
This revolutionary rate of change

places new demands on employee services and recreation professionals. Programming for and working with employees entails not only knowing who they are and what they do today, but foreseeing who they'll be, what they'll do and how they'll do it tomorrow—a time not so very far away.

## The Nature of Work in the Future

Perhaps the biggest change in the nature of work in the twentieth century has been the shift in the prevailing patterns of work—from manufacturing and

(continued on page 16)



#### >THE > EMERGING > WORKFORCE >

(continued from page 14)

manual occupations to service, technical and professional occupations, including education, communications, health care, leisure and non-profit institutions.

"It is already clear," write Pat Choate and Noel Epstein in a recent *Nation's Business* article, "that robotization will do for manufacturing what mechanization did for agriculture: increase productivity while eliminating millions of existing manufacturing jobs."

In 1970, for the first time more Americans worked in business and professional services than in the manufacturing industries. Currently, 13 percent of the U.S. workforce is employed in manufacturing and 60 percent either produce or process information.

Though manufacturing is moving out of the country, says John Naisbitt, au-

thor of *Megatrends*, information production and processing appear quite comfortable in America. According to Naisbitt, this country is better at producing information and ways to process it than anyone else, including Japan.

In his best-selling book, Naisbitt also emphasized the significant role leisure activities will play for a workforce that will engage in little physical activity on the job. "In a high-tech information world," he writes, "where we use our brain power instead of performing physical labor, as did the factory workers of the industrial era, we will want to use our hands and bodies more in our leisure activities to balance the constant use of mental energy at work."

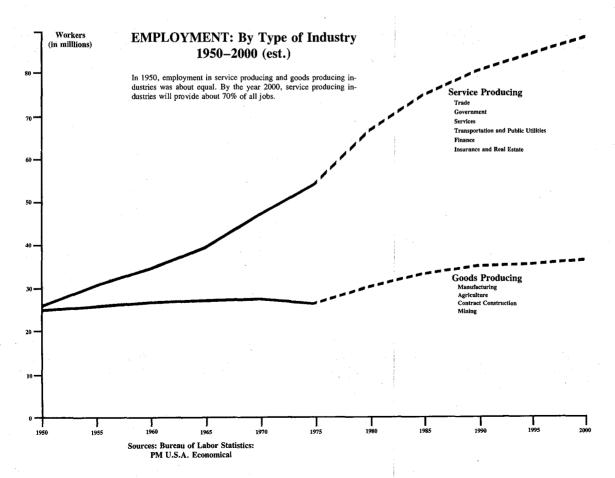
Mixed feelings toward office automation are evident today, however. On the one hand, some workers fear growing routinization and alienation. On the other hand, some experts contend that cooperation between man, woman and

machine will free individuals to pursue more creative aspects of their jobs.

"The workplace of the twenty-first century will be a more congenial place to work," writes A. H. Raskin in Working in the Twenty-First Century, "if only because many of the more disagreeable jobs will have been taken over by machines, and these, in general, will be quieter and cleaner."

Contradicting Raskin's optimism, however, is the grim fact that the total number of jobs created by high technology will not be at least for the remainder of this century, as large as the number of jobs lost because of automation. The challenge facing corporations is effective utilization of their office automation to expand their product line or range of services and ultimately create new, exciting positions.

Flexibility will be the keynote of work arrangements as the ratio of women in the labor force reaches parity with that of men, contends Raskin. Not only will



November, 1983

#### THE ▷ EMERGING ▷ WORKFORCE ▷

millions of workers be allowed to set their own starting and quitting hours, a practice already well-launched, but opportunities may be widespread for job-sharing on a systematic basis. The standard, unchanged since passage of the Fair Labor Standards Act under Franklin D. Roosevelt, is likely to move from five days to four.

This redefinition of work time will have great implications for the employee services and recreation programmer. Scheduling for tournaments and company events will have to take flextime into consideration.

The need to increase knowledge sharing coupled with the increasing numbers of highly educated people suggest that in the future, the work structure itself will be different. An egalitarian authority structure and more permissive atmosphere (already visible through participatory management programs and corporate suggestion systems) perhaps will eventually replace the rigid corporate ladder.

"The benefits to the enterprise of involving workers in decisions on such matters (how their own work could be done better or how the plant or office can be made more efficient and pleasant) go far beyond having a more satisfied workforce," notes Raskin. "Their involvement provides a basis for cooperative relationships indispensable to the welfare of employer and employee and to social stability.

"Autonomous work teams, the opportunities of rotated leadership, twoway communication on everything important to the worker in his job," he added, "plus a widening list of joint policy decisions at the shop level are inevitable."

## The Nature of the Workforce

Daniel Yankelovich, the attitude researcher, concludes from his own recent survey of work that "concern with the human side of the enterprise can no longer be relegated to low-level personnel departments." He also notes that managers need to re-think the work of organization to absorb the new breed of workers, as he calls them. These are

better educated, more aware, and more demanding than ever before, and they are eager to make a contribution to the world.

The Bureau of Labor Statistics anticipates declining rates of labor force growth as the twenty-first century approaches. Behind the general slowdown in labor force growth is the sharp drop of the birth rate in the 1960's, which means fewer youths will be reaching working age in the late 1980's.

Another important demographic development is that, while the teenage ranks thin, the population in the central age groups will swell, as the millions of persons born in the post-World War II baby boom reach middle age. Competition will grow more intense for middle- and upper-management jobs as this group reaches career peaks.

The Bureau also predicts that the civilian labor force will reach 113 million by 1985 and 119.4 million by 1990. For men, labor force participation will continue to edge down. The overall participation rate for men will be 76.4 percent in 1990, compared with 77.7 percent in 1977. The only group of men for whom the participation rates would rise significantly are teenagers, reaching a rate of 64.8 percent by 1990, up from 61 percent in 1977.

Women will experience the most dramatic increase in labor force participation, rising from a 48.4 percent average in 1977, to 54.8 percent in 1985, and reaching 57.1 percent by 1990.

For older workers, both men and women, labor force participation will continue to decline but at a much slower rate than in the recent past. Finally, continuing the pattern of the 1970's, the overall rate of participation will increase more for whites than for any other racial group.

Despite the current dominance of white males in the workforce, one prediction Ian H. Wilson makes "with virtual certainty" in the book Working in the Twenty First Century, is that the "melting pot society" of the United States, with the connotation of unification and homogeneity, will give way to the "mosaic society," a highly segmented and differentiated pattern of some 260 million individuals in the year

2000.

The increase of minorities and women in the job market will play a greater role in defining the emerging workforce. They will both demand more attention by human resources practitioners. Since two out of every three entrants into the labor pool will be women, more child care services, more co-ed sports teams and more aerobic dance or exercise classes will be required.

Similarly, more minorities in the workforce may require new or different programs. Ethnic festivals are just one example of a corporate attempt to recognize the various backgrounds of its employees.

Other predominant characteristics of this post-industrial society, according to Ian Wilson, are increased levels of affluence, education and technology. With greater affluence comes an increased emphasis on quality, where "more" is not necessarily "better." Quality, and presumably less work time will open the door to leisure as an activity in its own right.

The better educated person, contends Wilson, wants to be treated as an individual, is far less tolerant of authoritarianism and arbitrary organizational restraints, and has different and higher expectations of what he or she wants to put into a job and get out of it.

That the new patterns of technological development are affecting the workforce certainly comes as a surprise to no one. The Public Agenda Foundation, in a recent survey on work in the 1980's and 1990's, asked 846 American workers about their experiences with technological change at work. Sixty nine percent of jobholders think that new technology will make jobs more interesting and challenging—only 27 percent believe jobs will become more routine, boring and dehumanizing.

On the plus side for employee services and recreation professionals is the increased productivity and flexibility high technology offers. With the computer handling store or discount ticket inventories, tournament schedules, financial statements, mailing lists and

(continued on following page)

#### THE ▷ EMERGING ▷ WORKFORCE ▷

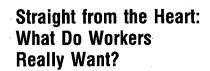
word processing, departments or employee associations can engage in more long range planning and creative programming.

"Computers get to the heart of successful management;" says Becky Serey, Manager of the Microcomputer Services Group at Ohio State University, "having more, up-to-date information and accurate information enhances performance. Computers provide better records management and maintenance of files; retain more information in less space than paperwork; and

workers. For the group of workers that will voluntarily or involuntarily retire early, pre-retirement planning programs will greatly ease their transition from work to non-work. And for them, retiree clubs and activities can enhance company loyalty, while providing them with creative outlets for their extra time.

For the group of workers who choose to remain on the job well past the ages of 62 or 65, recreation programs involving less strenuous physical activity will be appealing and encourage them to join the rest of the workforce in a

but to meet the challenges of preparing America's workers for the jobs that will exist in the future," emphasizes Patrick Stinson, the National Employee Services and Recreation Association's executive director, "if America is to get back on its feet again."



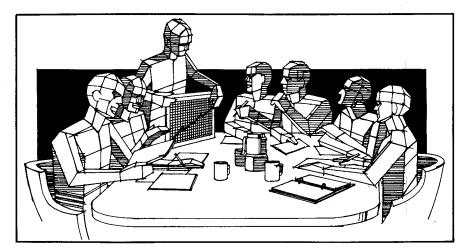
Most American jobholders are satisfied with their work, according to the Public Agenda Foundation's work survey, a majority uphold the work ethic and, although most say they put a lot of extra effort into their work, they do admit they are not working up to their potential. The survey also identified a large difference between what many workers say they have in their jobs and what they wish they had.

"Is this gap responsible for the declining growth rate of the nation's productivity?" asks Julia Kagan for Working Woman magazine.

"What is important," Kagan answers, "is that companies pay attention to designing jobs to create maximum levels of intrinsic interest and to provide financial and nonfinancial rewards for those who put in maximum effort.

It is also important for companies and organizations to keep abreast of social trends and movements. America's celebrated "mobile society" is now putting down roots, reports the Employee Relocation Council, a Washington D.C. research group. Tied down by dual-career marriages, inflation, housing costs and an emphasis on leisure and community involvement, workers are more and more resisting relocation.

This emphasis on leisure is important to employee services and recreation administrators. It means they can most likely count on greater participation in their programs—be they social, physical, education or service activities or events. Six-weeks of paid vacation time are commonplace in central Europe. In Japan, corporate-sponsored cultural events are given.



allow easy access to information."

Besides being a highly technological country, ours is also an aging society. In the 1960's, the largest growth rates focused on the young 20s. In the seventies, it was the 25- to 34-year olds. And in the eighties, the 35- to 45-year olds dominate population growth tables. The passing of the youth culture will be never so evident as in the 1990's, when the most dramatic increase in population will occur in the 45- to 55year range. In fact, the baby boom generation, responsible for the growth of suburbia, college education and teenage markets, will be-by 1990-a force of nearly 80 million adults, all between the ages of 25 and 44 and making up one third of the total population. The median age of the U.S. population, which was 29 in 1977, will increase to 33 by 1990.

This maturing of America, as well as the introduction of new biomedical technologies, will mean employee services administrators must plan for older corporate fitness program.

Futurists are also predicting that workers may embark on new careers as opposed to retiring, and this will demand new training techniques geared for older adults.

A final demographic issue of America's workforce is the growing number of dysfunctional adult workers. The unemployed, illiterate and alcoholic members of the population require special attention and assistance in order to enter or re-enter the labor pool.

At least six percent of the workforce are alcoholics, reports *Nation's Business*, costing the economy over \$28 billion a year in lost production. A lesser number have drug dependencies that hamper their work performance. Employee assistance programs, which counsel troubled employees, are often administered through the employee services and recreation department.

"The employment and training policies and employee programs of the public and private sector have no choice

#### THE ▷ EMERGING ▷ WORKFORCE ▷

Since the company is central to the workers' life and lifestyle, it is in their best interest to provide employees with the kinds of leisure opportunities they crave. In fact, when work and leisure are compared as sources of satisfaction, only one out of five people state that work means more to them than leisure.

Accompanying the surge in leisure's popularity is the recent fitness craze. Throughout the last decade, companies have witnessed their insurance rates skyrocket because of increased employee sickness, injury and absenteeism. Recreation programmers are not only turning to formal health management programs to alleviate the burden of lost dollars due to poor employee health, but also initiating exercise or aerobic dance classes, fun runs and Olympic-style competitions to sell all workers on the personal benefits of fitness and health.

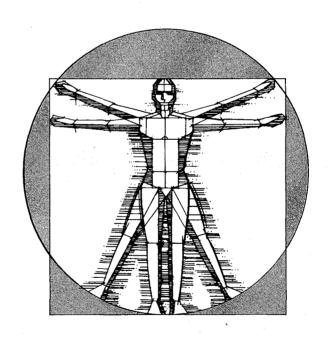
Other workforce values are shifting, signaling sharp differences between the emerging force of younger workers and older jobholders. The Midwest Employers Council recently identified these shifting workforce values: more interest in personal development, autonomy and participative techniques by contemporary employees; and more loyalty, commitment and emphasis on work before family and leisure by traditional employees.

John Hillins, manager of domestic compensation and benefits planning for the 70,000 employees of Honeywell, Inc., cited additional workforce values of particular interest to employee services administrators at the recent NESRA Region V Conference and Exhibit. He explained to delegates that employees would increasingly look to increase their buying power and, hence, turn to employee discount programs; that more well-rounded programs would better fulfill the heterogenous workforce; and that participative management programs and "cafeteria" fringe benefit packages would be important elements in fostering the teamwork and cooperation sought by jobholders.

In 1969, researchers at the General Electric Company plotted value changes likely to be most prevalent among the trendsetting segment of the population for 1970 and 1985—the young, well-educated, relatively affluent and "committed." These are the people organizations recruit for the managerial and professional talent they require.

Each society and generation has tended to seek its own new balance between these contrasting pairs, with the weight shifting from one side to the other as conditions and attitudes change. Value system changes can be discerned in the following shifts: from considticipation; from uniformity and centralization, toward diversity, pluralism and decentralization; and from the concept of work as hard, unavoidable and a duty, toward work as a purposeful and self-fulfilling, and a recognition of leisure as a valid activity in its own right.

Interestingly these predictions, made nearly 14 years ago, are on target with the expressed wants of the new breed of workers: good pay along with agreeable working conditions and opportunities for intrinsic work satisfaction, personal growth and autonomy to a much greater extent.



erations of quantity ("more"), toward considerations of quality ("better"); from the concept of independence, toward the concept of interdependence; from competition, toward cooperation; from doing and planning, toward being; from the primacy of technical efficiency, toward considerations of social justice and equity; from the dictates of organizational convenience, toward the aspirations of self-development in an organization's members; from authoritarianism and dogmatism, toward par-

hat specific developments occur in the workplace as the next century appproaches cannot be certain. What is certain, however, is that humanizing the work environment through employee services is crucial to satisfying the new breed of workers. Any productivity gains this country can hope to make in the future depend on the public and private sector's investment in education, new technology and perhaps most importantly, in the quality of the emerging workforce.

THERETE

### TAKE OFF WITH NESRA

ON THE WINGS OF

**MEMBERSHIP....** 

## NESRA

**NEW MEMBERSHIP CONTEST** 

September 1,1983 thru December 31,1983

#### RULES

- ★ The top four prizes will be awarded to the individuals securing the most new NESRA general and/or organization chapter memberships. The remainder of the prizes will be awarded through a random draw. Contest entrants are automatically entered in the draw each time they enlist a new NESRA member. Bringing in 50 new members means 50 chances to win! Only one prize per individual.
  - NESRA associate members are ineligible for the grand prize or the top three prizes. They are entered for the prizes in the draw ONLY.
- ★ The NESRA membership committee will conduct the random draw on January 27,1984 from among all memberships received by the closing date. Their decisions are final. Verification of qualifying memberships will be under the supervision of NESRA Headquarters.

- ★ The membership contest is open to all current NESRA members, except employees of NESRA Headquarters and its affiliates or advertising agencies. All taxes are the sole responsibility of the individual winners. By entry, winners consent to full commercial use of their names and photographs without further compensation.
- All entries must be postmarked between September 1, 1983 and December 31, 1983.
- ★ Membership will not be accepted or acknowledged without full remittance of the 1984 annual dues.
- ★ All vacation packages will be awarded according to the contest rules. Other expenses incurred are the responsibility of the winners. VOID WHERE PROHIBITED BY LAW.
- \* All entries must be completed on the official entry blank below. Please duplicate as necessary.

\_\_\_\_\_ST\_\_\_\_\_ZIP\_\_\_\_\_

OFFICIAL ENTRY BLANK

#### **NEW MEMBERSHIP FORM**

REFERRED BY: NAME:

ADDRESS \_\_\_\_

CITY\_\_\_\_\_PHONE

TITLE

NEW MEMBER:
NAME:
FITLE
COMPANY
ADDRESS
CITY
ST
ZIP
PHONE
NUMBER OF EMPLOYEES
TYPE OF PRODUCT OR SERVICE

TGENERAL \$55.00 PER YEAR

Mail completed form with check to:

COMPANY\_\_\_\_

NESRA HEADQUARTERS 2400 S. DOWNING AVENUE WESTCHESTER, IL 60153

(SPELL OUT NAME PLEASE)

If general, are you interested in forming a chapter

in your area?\_\_\_\_

CHAPTER\_

## AND LAND YOURSELF A GREAT PRIZE, TOO ....



On the wings of NESRA membership, and in the cabin of ALIA, the ROYAL JORDANIAN AIRLINE, you can soar to sight never before imagined: Vienna and Salzburg, Austria—the festive Europe. Round-trip air transportation between New York and Vienna and seven nights first-class accommodations for two in Austria's cities that inspired so many sounds of music make Europe only a new member away. Compliments of the AUSTRIAN NATIONAL TOURIST OFFICE.

**2** E E E



Fly away to beautiful Bermuda. Two round-trip airline tickets will show you why Bermuda is another world, compliments of **BERMUDA TRAVEL PLANNERS**, **Ltd.** 

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A complete vacation to a destination of your choice, compliments of **EASTERN AIRLINES** and **STOUFFER HOTELS**. Imagine seven days and six nights at Stouffer's beautiful Pinelsle Resort in Lake Lanier, Georgia or a private suite, complete with hot tub, at The Cottonwoods, a new resort in Scottsdale, Arizona or stay in the capital city---Washington D.C. or any one of 21 other Stouffer cities.

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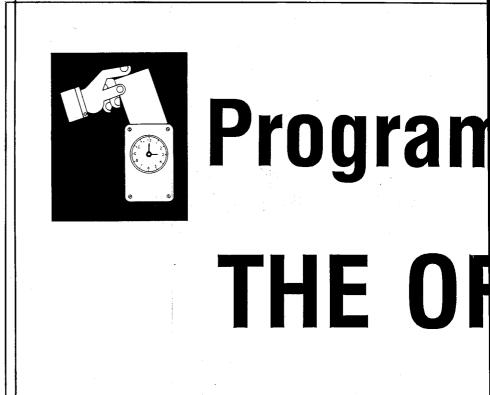
Escape to a splash of the good life in Puerto Rico. Eight days and seven nights at the **CERROMAR BEACH HOTEL** are yours and a guest's---all to let you discover paradise at Cerromar Beach. Compliments of **REGENT INTERNATIONAL HOTELS.** 

#### **OR....ONE OF THESE FANTASTIC PRIZES**

- Six tropical nights in Hawaii...
  three nights accommodations at
  the WESTIN ILIKAI, Honolulu
  and three nights at the WESTIN
  WAILEA BEACH on the island of
  Maui for two persons.
- Accomodations for five days/four nights at any HILTON INN in the Orlando/Kissimmee area, for two.
- A week of fun for two at the BEACH CLUB HOTEL in Ft. Lauderdale, Florida.
- A three day, two night stay for two persons at HARRAH'S MARINA HOTEL CASINO in Atlantic City.

- A five day/four night stay for two at DISNEYLAND PARK in California or WALT DISNEY WORLD VACATION KING— DOM, park admission included.
- A 19" color remote Toshiba television from EMPLOYEE PRODUCTS.
- An Atari video system, courtesy of NAMCO.
- Telephones from NORTHERN TELECOM.
- A \$400.00 pair of yellow gold, diamond stud earrings from HALLMARK JEWELRY.

- A one week land package for two at the BEAVER RUN RESORT in the mountains of Breckenridge, Colorado.
- A stainless silver service for eight, courtesy of ONEIDA SILVERSMITHS.
- A bowling ball and shoes from BRUNSWICK RECREATION CENTERS.
- Each individual enlisting a new member between September 1,1983 and December 31,1983 will receive a small memento compliments of Creative Casters, Inc.—NESRA's way of saying THANKS for your support!



The sun never sets on some employee services and recreation empires.

There, morale is boosted around the clock as employer-sponsored, non-negotiated benefits reach the second and third shifts of employees that keep their companies going beyond the nine-to-five.

"Even if you have only one off-shift employee," said Howard Heuston, director of recreation at Phillips Petroleum Company, "that person is worth programming for. The employee works for the same company as the people who work days, and deserves a few of the recreational opportunities and benefits that you extend to the rest of the workforce."

While one employee doesn't necessarily warrant the development of a midnight Christmas party or basketball league, the individual does deserve the opportunity to enjoy an employee service, or two.

#### **Off-shift Programs**

"It's difficult to ignore any group," emphasized Dennis Mullen, manager of the Pratt and Whitney Aircraft Club. "But in light of our budget restraints, the bulk of the population (the day shift) has to come first. The second and third shifters get second and third choice."

At Pratt and Whitney, second and third choice only means fewer programs and fewer teams in the sports leagues; the recreational opportunities are, nonetheless, there.

The Pratt and Whitney Aircraft Club sponsors morning softball leagues and

midnight bowling teams for the offshifts. Golf is also available to all shifts. And, when truckload sales of discount merchandise come to the workplace, distribution is made available for day, evening and night workers.

"The recreation opportunities for those who leave work at midnight are very limited . . . going to a bar or home to watch television," noted Mullen. "So, two years ago, we opened our recreation facility from midnight to 2:30 a.m. and staffed it with two building supervisors. We wanted to let the second shift take advantage of some healthy, social experiences by working out or playing basketball or volleyball."

Budget cuts have since forced the Aircraft Club to close the recreation facility during those early hours of the morning, but Mullen points out that the building is open at 6:30 a.m., so the departing third shift and arriving first shift can use the gyms, tennis courts and weight rooms. The second shift now uses the facility before they start work.

"Currently, we sell discount tickets

through the company store and club offices," said Mullen. "One day a week, we open the store at 7:00 a.m. to accommodate the midnight shift."

While there aren't many off-shift employees at Phillips Petroleum head-quarters, the group still has the opportunity to participate in a swing shift bowling league and has access to a recreation facility that is open from 6:00 a.m. to 11:00 p.m. In addition to exercise and weight rooms, Phillips also houses a swimming pool and bowling lanes.

One thousand dollars worth of discount tickets an hour are bought by all shifts of Florida Power Corporation employees at the employee activities counter in the main cafeteria and from 50 trained satellites, according to Duncan Marks, employee recreation specialist.

"Discount tickets are very accessible to our employees," said Marks, "and that \$1,000 figure proves it."

Florida Power also sponsors family fun days at theme parks for its employees. Special admissions are available on a minimum of two days and a

# ning for SHIFTS

maximum of two weeks, so "all shifts can be a part of the team," said Marks.

The Boeing Company's off-hour training program makes available non-job related educational video casettes to all workers. From 4:30 p.m. to 10:30 p.m., Boeing employees can view tapes in the learning center or on monitors in various plant locations and learn how to speak a foreign language or how to program a computer. For the day shift, this is an afterwork program; for the evening shift, a lunch-hour endeavor; and for the night shift, a before-work eye-opener.

#### The Challenges

Limited funds, time and staff are the chief obstacles facing the recreation programmer aiming to reach the offshifts.

"A lack of funds and interest by the off-shift are our biggest obstacles in programming for them," said George Hagemann, employee services coordinator for the University of Minnesota Hospitals and Clinics. "Our shifts rotate so there is a problem of scheduling

leagues and tournaments. However, all hospital employees have access to the university's facilities, which include softball and soccer fields, racquetball and handball courts, a gymnasium and swimming pool. They're open from early morning to early evening, so we encourage off-shift employees to take advantage of the facilities on their off-hours. But we really have no way of knowing if they do.''

Shortage of personnel to administer the program is another common challenge faced by those employee services managers programming for an offshift.

"We depend entirely on our volunteer leadership to coordinate our activities," said Arnie Rinta, recreation manager of the Boeing Company. "Volunteers just aren't available for the second and third shifts. Neither is meeting space."

"To offer a safe recreation program in our facilities for the off-shift," said Pratt and Whitney's Mullen, "we have to hire supervisors beyond our regular day staff. And right now, we just don't have the money to do that."

Crucial to any program for the offshift is effective communications.

"We use bulletin boards, payroll stuffers, our weekly newsletter and a brochure rack on display 24 hours a day in the cafeteria to communicate with all hospital employees," stated Hagemann. "We also operate a 24-hour phone service in the employee services and recreation department. A recorded message informs anyone who calls at any time of the day of upcoming programs and activities."

The Pratt and Whitney Aircraft Club uses flyers on display throughout the company and electronic billboards in high traffic areas to get their messages across.

The second and third shifts aren't always at a disadvantage, however. There are some benefits to not working the standard business hours.

"The off-shifts have no problem getting court time or using weight machines in health clubs," explained Mullen, "because they can avoid the peak hours at noon or after five."

Nonetheless, off-shifts do require special attention from the employee services and recreation manager, whether it be in terms of planning a midnight bowling league or simply making discount tickets available to them one day a week.

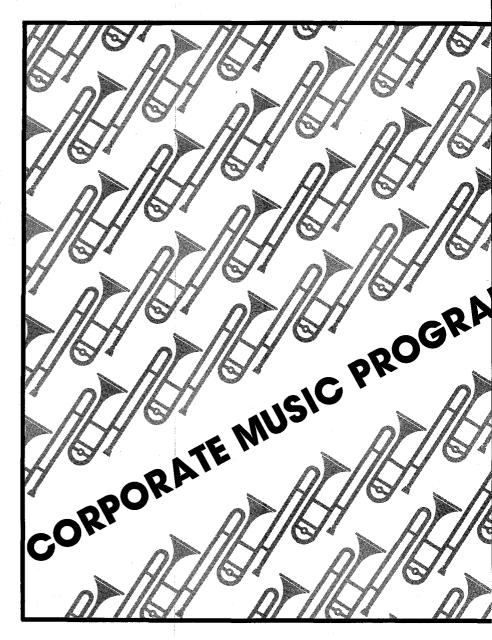
"I don't care what anyone says," said Phillips' Heuston, "you can never have too many programs to meet the needs of every group. We just have to work a little harder, become a bit more creative and shoot for the most participation we can get."

On Monday nights, employees at Goodyear Tire and Rubber Company's Akron, Ohio, facility shed their job titles and become musicians for Goodyear Concert Band rehearsals. Chicago's Banker's Life & Casualty Company has arranged for employees to learn to play musical instruments from the Old Town School of Folk Music. And 16 workers at 3M's Minnesota offices have played together as the "Scotsman" dance band for almost 10 years.

Corporate recreation directors throughout the country have discovered that music programs are popular with both employees and company executives. Companies such as Goodyear, Eli Lilly, 3M, Phillips Petroleum, and U.S. Steel have sophisticated music programs that include bands, choruses and theatrical groups. Others have less ambitious, yet equally effective, music activities ranging from music lessons, to small choruses, to Dixieland bands. Whatever the scope of the program, it brings enjoyment to employees and has positive effects on company morale and productivity.

Recreation and music directors at some of the nation's leading companies pointed out several benefits of corporate music programs: enhancing the company image; strengthening community relations; providing an enjoyable activity for employees; and improving worker morale. They also noted that music allows the families of employees to participate in company programs as members of a band, orchestra or chorus.

According to J. Roman Babiak, executive director of the American Music Conference (AMC), an organization that promotes the value of music participation, music programs in the corporate environment are merely a reflection of a national trend toward music-making as a leisure activity. An AMC study found that 51 percent of all American households include at least



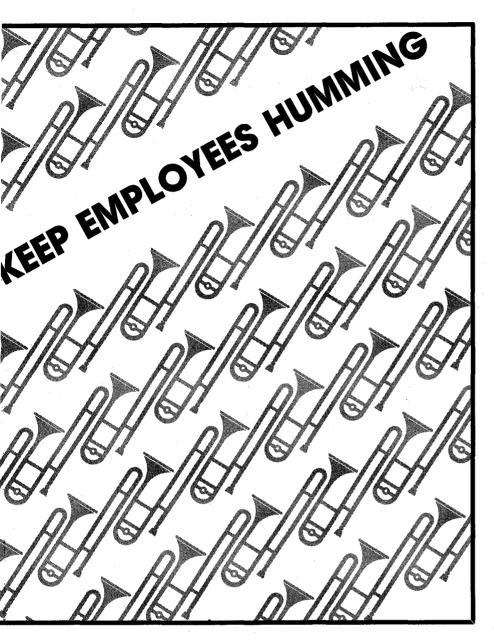
one amateur musician. AMC also discovered that during the last 10 years, the number of Americans engaged in performing arts such as playing a musical instrument, has risen nearly 20 percent.

This growing trend has been recognized by recreation directors in companies of all sizes, who have discovered that corporate music programs, whether a chorus, band or orchestra, promote good will within the company as well as in the surrounding community. The groups perform for company events, such as picnics and Christmas parties, as well as for charity events, nursing homes, civic and fraternal organizations, and other community groups and activities. This positive public relations function of music is

highly regarded by company executives, for it generates community support and cooperation.

In the corporate environment, music has the distinction of appealing to all age groups. Unlike sports, which require special skills and are usually limited to younger employees, any employee can participate in a music program. In fact, according to Dr. Frank Wilson, an assistant professor of neurology at the University of California School of Medicine, *every* individual has the innate physical and mental capacity to play an instrument.

This may explain why many companies offer music lessons as an extension of their adult education programs. Recreation directors are finding that music making is a much-admired skill



among employees, and many have the desire to play music.

A study of teenagers by the American Music Conference, coincidentally, revealed that 32 percent want to learn to play a musical instrument when they get older. It appears then, that as these teenagers enter the workforce as young adults, music lessons could become an attractive benefit.

Successful company music programs have one thing in common: a highly qualified music director with the time to devote to the administration of musical activities. Most recreation directors agree that few companies have employees with the experience or energies to direct a band or orchestra. They recommend that companies engage the services of local musicians, high school

or college band directors, or music directors from local churches, synagogues or from community bands.

Recreation directors strongly feel that a good music director helps to ensure the success of a corporate program, and that the financial investment is very minimal considering the benefits it brings to the company.

A chorus, according to several company recreation officials, may be the least difficult of all music activities to start-up and maintain. Since choruses are usually small, require only minimal musical accompaniment, and can rehearse in a small space, many companies elect to begin their program with song.

However, all of today's most successful company orchestras and bands began with a small nucleus of musicians and then grew. By starting small and building slowly, company music directors have found that financial commitments are kept at a minimum while enthusiasm is high.

Management support also plays an important role in the success of a corporate music program. The management of 3M, for example, funds 50 percent of the company's music activities because they are considered a public relations service to the community. Goodyear, Phillips Petroleum, and 3M provide auditoriums for rehearsals and performances. Some companies also subsidize travel costs incurred by their bands and orchestras, some of which have traveled to major U.S. cities and even abroad.

Music directors indicate that their top management looks upon bands, orchestras and choruses as providing a "cultural dimension" to the company. They note that music activities enhance the image of the company as a business with an aura of sophistication. Consequently, several companies use inhouse musical groups to entertain out-of-town customers who are visiting plants, to entertain at branch offices, and to perform at important community events.

The consensus of most recreation directors is that a corporate music program should be self-supporting, if at all possible. This can take the form of dues, donations, and other financial support from participants, or from funding out of the recreation department's budget. The feeling is that the less the financial burden to the company, the greater the support the program is likely to receive from management.

To maximize participation, most employee musical groups publicize their

(continued on following page)



activities in the company newsletter, inter-office communications, or on posters. Others include a description of music activities in new employee material and in their employee recreation brochures. Many also avail themselves of publicity in community newspapers, which are usually very receptive to notices of company band or orchestra performances, especially if the performance is for a local charity or community event.

Above all, a music program must be fun for participants, notes the American Music Conference. This is not always easy, but AMC has gathered several successful methods used by companies to maintain enthusiasm and interest.

- Members are encouraged to engage in social functions outside of work, such as picnics, outings and attendance at musical concerts.
   This establishes a feeling of fellowship and a "team spirit."
- Regular performances are planned so that participants are motivated to attend rehearsals.
- Rehearsals are held on a regular basis, and *immediately* after work, so that participation is encouraged.
- The services of a music director who will inspire musicians and singers is sought.
- The activities of the music program are supported through publicity in internal communications.

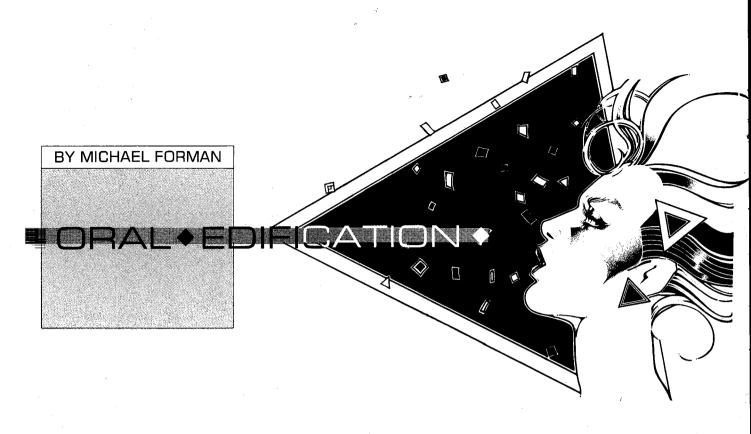
Many company music programs have been in operation for more than 30 or 40 years; others are just beginning. Yet, each of them started by surveying employees to see if they were interested in such an activity. Once demand was recognized, it was easy to build a program with a small group of enthusiastic participants. More often than not, this enthusiasm quickly spread to other employees and to management itself, which could easily justify support of a program so highly regarded by employees.

And to company officials and employees alike, that enthusiasm is music to their ears.





Goodyear's Concert Band (above) and Amateur Radio Club Hamstring Band (below) keep employees humming.



h, the joys of public speaking, and the endless variety of opportunities it offers. On one hand public speaking gives people the chance to persuade, inform, motivate, and entertain; on the other, the chance to sweat, stammer, faint, and be humiliated.

Otherwise well-adjusted people go to great lengths to avoid public speaking. Sore throats appear overnight. Even the most dynamic take-charge executive has been reduced to a quivering mass by the mere suggestion that he or she, "get up and say a few words." Perhaps that's why it came as no surprise that the *Book of Lists* ranked public speaking as our greatest fear, outdistancing death by a two-to-one margin.

In 1924 in Santa Ana, California, Dr. Ralph C. Smedley, an accomplished businessman and speaker, decided he'd had enough of bad speeches, boring presentations, and quivering masses. He founded a program at the local YMCA to aid men in the art of public speaking, or "speechcraft." His program, Toastmasters International, has since aided more than two million speakers and infinitely more listeners.

Despite a name that may conjure up

images of George Jessel and Friars Club roasts, Toastmasters International is a serious, nonprofit educational organization that provides inexpensive and relatively painless training for experienced orators and those suffering from terminal stage fright. The membership is a cross section—professionals, business leaders, academicians—all bound by the need or desire to improve their public-speaking ability.

Ann Kish joined Toastmasters after her employer asked her to help organize and address a seminar. She informed him, palms already sweating, she would do everything—except give a speech. Her boss, an understanding fellow, allowed her to bow out but suggested that she do something to overcome her problem.

Ed Jones, an executive with a New York City art museum, became a Toastmaster when he realized that his fear of public speaking was adversely affecting his life: "It was little things like never taking a class or job that even hinted of an oral presentation."

The executive director of Toastmasters, Terry McCann, joined when, after winning an Olympic gold medal in 1903, he found it was easier facing Soviet

wrestlers on the mats than groups of people from a lecturn.

In the past decade, as the word *communication* has become synonymous with technological advances, Toastmasters, an organization built on some old-fashioned principles, has almost doubled its membership. There are now 5,000 clubs world-wide, and total membership exceeds 100,000. Says McCann:

"I believe that the Toastmasters message, that good speaking and skilled listening is the most important form of communication, is being discovered by people who realize that all the electronics are meaningless if they cannot communicate effectively, and that ideas and knowledge can be wasted if you don't have the confidence and ability to share them."

While many factors have contributed to the rise in Toastmasters membership, the decision to admit women to this previously all-male organization was primary. According to McCann, "When TM was formed, the men-only rule reflected the same prejudices as the rest of society. When we opened up

(continued on following page)

#### ORAL

#### **EDIFICATION**

the membership in 1974—with no great debate or objections—the response was immediate. Toastmasters is now about 25 percent female, with many clubs substantially higher."

Barbara Said, president of one of the 46 greater New York clubs, believes that the organization fulfills a particular need for women. "First, because we are not always raised to speak up and take charge like men are, and second, because the format of a TM club resembles a business gathering and provides valuable practice running and organizing executive-level meetings."

Perhaps the most significant advantage Toastmasters has over the deluge of workshops and coaches that promise to "conquer your fears in a few easy lessons" is that Toastmasters is a continuing educational process within the atmosphere of a banquet or seminar. Members may complete only the basic speechcraft training, or they may earn advanced Toastmasters degrees by participating in speech competitions, including the world championship of public speaking held at the annual convention.

According to Nelson Lees, a W. R. Grace executive and a Toastmasters club president: "The only way to become a good public speaker is through constant practice; you simply get accustomed to being at the podium. There's no faster way."

The typical club meets once a week for an hour and a half. The meeting, at any given moment, may resemble a press conference, business meeting, or game show. Club members regularly rotate the many functions essential to the gathering: toastmaster, speakers, evaluators, wordmaster, timekeeper, table-topic master, and the *ah* counter (who keeps track of those verbal pauses abhorred by all).

To earn the Toastmasters certificate, members give 15 speeches at their own pace. Each speech conforms to a set of objectives spelled out in the Toastmasters manual. Says McCann: "You find that each speech is designed to introduce a new skill or overcome a new obstacle. Some stress vocal variety, some call for more humor, and hopefully you progress by incorporating each skill into the next speech."

The first speech, usually the most dreaded, is aptly titled "the icebreaker." Its objective is simply to get new members up to the podium and talk about themselves. Like most Toastmasters speeches, it lasts five to seven minutes. Says Lees: "Icebreakers range from fairly smooth introductions to the more common panic-stricken attempt. What gets you through it is the knowledge everyone in the room has done it, and [they] are all rooting for you."

Despite the warm support and generous applause that greets new members, many find themselves a bit intimidated by more experienced members. As one person described it, "I was just praying to get through my icebreaker without fainting or hyperventilating. I assumed that actually getting good was beyond my reach."

To their surprise, most members find that confident speechcraft comes quickly. They don't report being less nervous but instead have learned to use their tension to deliver more dynamic and colorful presentations. They learn to make use of a Toastmasters motto: They don't take the butterflies out of your stomach but teach them to fly in formation.

Keeping those butterflies in formation requires practice; the Toastmasters manual recommends one hour of practice for every minute speaking. However, demands on time being what they are, most members practice whenever they can.

After the speeches and evaluations at a meeting, the week's wordmaster introduces a new word to the group, explaining its meanings, origins, uses, and misuses.

Lees explains: "You don't look for the most obscure word you can find, though it's a tempting thought. You look for something that will add to everybody's vocabulary."

A large section of the meeting is set aside for an exercise in impromptu speaking called "table topics." The topic master has prepared a series of unexpected, though answerable, questions. He or she reads a question and then calls on a member. It is here that an unsuspecting visitor might mistake the meeting for the taping of a quiz show.

A table-topic question might be: "You have just met your mother-in-law for the first time after being married a year. She has thrown a formal dinner, and just as you are about to toast her, you spill a glass of red wine on what you're sure is the family-heirloom white tablecloth." Or, "You have just prepared dinner for a few friends visiting from out of town. Just before you sit down the doorbell rings. When you answer it, you find the 10 people you invited to stop by for drinks later in the evening have arrived expecting dinner. What are you going to say?"

Many members find this impromptu exercise the most difficult part of the meeting. Margaret Mullin joined Toastmasters because, she says, "panic was too weak a word" to describe her fear of public speaking. "When you give your speeches, you at least have time to practice. With table topics, you're not sure when you'll be called, and you sit there formulating answers to every possible situation under the sun."

While table topics may appear funny, they teach a very valuable lesson. Most members say that once you're comfortable with table topics, you're comfortable with any situation that requires impromptu speaking or quick answers. "That includes job interviews, sales presentations, or whenever a client or boss requires a fast answer," says Ed Jones.

The meetings conclude with the report of the Ah counter, who informs the members how many of those little, unwanted verbal punctuation marks slipped into their speeches.

Toastmasters International makes clear to its members that public speaking is a vehicle for success. The confidence acquired with good speaking skills carries over to improve many areas of life. The list of companies sponsoring in-house Toastmasters clubs reads like the Fortune 500, indicating, perhaps, that corporations recognize that no matter how much technology they buy, their most valuable assets are employees who can communicate clearly.



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#### FITNESS/HEALTH BULLETIN

## 1983 Healthy American Fitness Leaders Chosen



Richard M. Brown, CESRA Texas Instruments, Inc. NESRA Vice President Fitness and Health

Ten men and women who have contributed to the health and fitness of America have been honored by The United States Jaycees. The Healthy American Fitness Leaders of 1983 were recognized for their efforts during an awards ceremony recently held in Washington, D.C.

Olympic decathalon gold medalist Bill Toomey served as master of ceremonies at the event which was sponsored by the Allstate Life Insurance Company in cooperation with the President's Council on Physical Fitness and Sports, as well as the National Employee Services and Recreation Association and other organizations.

The 1983 honorees are:

Ruth Hammack Alexander, 45, Gainesville, Florida. She established the first University of Florida women's intercollegiate athletic program, and developed fitness trails throughout Florida and across the country. She has been called the "First Lady of Parcours," and recently completed a DASH (Disabled) Wheelchair Parcours on the Gainesville campus.

Dr. Lloyd C. Arnold, 57, Cranbury, New Jersey. The director of LIVE FOR LIFE for Johnson and Johnson, he is responsible for a program to help 78,000 employees worldwide stay fit, manage stress, lose weight and stop smoking. Under Arnold's direction, the National YMCA developed a comprehensive health enhancement program

including leadership training, handicapped and aquatic programs.

Marcia Ann Bevard, 29, Duluth, Minnesota. Despite a 1977 accident that left her a paraplegic, she has competed in national swimming, wheelchair competition in track and field events and nine major marathons, including two Boston marathons.

H. Harrison Clarke, 81, Eugene, Oregon. He was editor and writer of Physical Fitness Research Digest, published by the President's Council on Physical Fitness and Sports. He is the author of several books, including "Application of Measurement to Health and Physical Education," which has been reprinted five times in both English and Japanese.

Dr. Thomas Randolph Collingwood, 41, Richardson, Texas. He developed a national fitness leader training center at the Institute for Aerobics Research in Dallas, and a national fitness program for police officers, used by the U.S. Secret Service and the International Association of Chiefs of Police. Collingwood has also designed physical fitness programs for persons with mental health and delinquency problems.

Col. Frederick Richard Drews, 53, Carlisle Barracks, Pennsylvania. He established the Army Physical Fitness Research Institute and developed an agency to manage the Army's total fitness program. Drews also executed a health and physical fitness assessment and education program for the Army War College.

Dr. Richard Oliver Keelor, 46, Moorestown, New Jersey. He has developed programs for older Americans, law enforcement officers, fire fighters, preschool children and working women. In his current role as president of Campbell's Institute for Health and Fitness, Keelor is implementing the first national evaluation and surveillance system in youth fitness called for by the U.S. Surgeon General.

Doris Roberts McHugh, 49, Huntsville, Alabama. The supervisor of physical education at Huntsville city schools, McHugh developed a fitness program that has served as a national model, working on programs in Greece and South America. Specifically, she coordinated a teacher exchange program in the American School in Barranquilla, Columbia, South America, for three years during which time she established the physical education program there. McHugh also served as a consultant to American schools in Columbia and in Thessaloniki, Greece.

**Dr. Don Richard Powell,** 33, Farmington Hills, Michigan. He is credited with having developed innovative and effective ways to achieve smoking cessation. His procedures are currently used by more than 200 U.S. hospitals and corporations. He also helped design a cardiovascular risk reduction project for the U.S. Air Force.

**Dr. George Sheehan**, 64, Red Bank, New Jersey. The author of several books on running and fitness, he writes regular columns in monthly medical and running publications. Sheehan competed in and completed his twentieth consecutive Boston Marathon in 1983, at the age of 64.

The Healthy American Fitness Leaders Awards are given each year to ten individuals who have demonstrated leadership in some areas of physical fitness and health, including scientific technological or educational contributions; creation of a national program; development of new techniques; success in the influence of national attitudes; overcoming a physical hardship or limitation.

Honorees were chosen by ten judges, including Olympic gold medalist Peggy Fleming and former professional football player Alan Page.

Richard M. Brown also served on the judging panel for the 1983 Healthy American Fitness Leader Awards.

#### **EVIDENCE**

Evidence from a California recreation study shows that interest in recreation by the body public is on the rise.

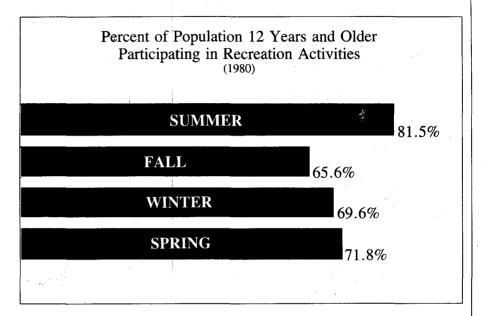
Participation in recreation outside the home by the entire California population will increase by more than one half billion days over the next twenty years, revealed the recently published Statewide Recreation Needs Analysis. The study, which analyzed California recreation data from 1978–1980 also found that Californians took nearly 130,000,000 trips for recreation within the state in 1980; an average of seven per person, and mostly throughout the summer months.

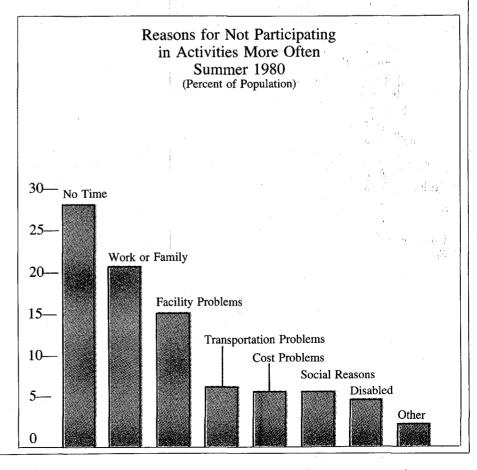
The Statewide Recreation Needs Analysis was undertaken to provide the California Department of Parks and Recreation with the basic information and analyses to engage in broad range planning, as well as develop a system of recreation programs responsive to the identified needs and characteristics of California residents. Four seasonal household surveys-Summer 1978, Fall 1979, Winter 1979-80 and Spring 1980—were conducted by the Field Research Corporation. The Center for Continuing Study of the California Economy summarized the results and prepared projections of recreation activity for 1980-2000.

Californians 12 years and over engaged in 1.7 billion days of recreation outside the home in 1980, or an average of 91 participation days per capita. Participation during the summer accounted for 33.1 percent of the total annual participation days in recreation; spring for 25.5 percent; fall for 21.8 percent; and winter for 19.6 percent.

Jogging and bicycling headed the list of leading recreation activities for Californians. The mix of leading activities varied among the three types of occasions. Camping was the leading activity on overnight trips; picnicking accounted for the largest participation of all activities on one-day trips; and jogging was the leading activity near home.

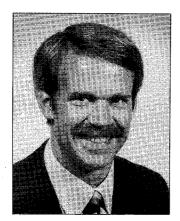
When asked what recreation activity they want to participate in more often, respondents cited swimming and beach activities, camping and fishing. "No time" and "work and family commitments" were the principal reasons for not participating in recreation activities more often. Finally, the Needs Analysis projected that winter sports will register the highest percentage increase in participation over the twenty year period, 1980–2000.





### PRESIDENT'S OUTLOOK

## **Something for Everyone**



Stephen W. Edgerton, CESRA Xerox Corporation 1982–83 NESRA President

Over the years, employees in this country have come to expect certain things from their companies, like a regular paycheck or a work area they can call their own.

Just as these aspects of work reach each and every member of the work-force, so can employee services touch every corporate, industrial or government employee through programs, activities and events that respond to their wants and needs. The great beauty of employee services and recreation is that there is literally something for everyone, when programming is effective.

The most important step in providing

something for everyone is determining the kind of services and offerings your people want and need. Surveys and questionnaires are effective ways of deciding the types of services to offer. Any questionnaire used should be simple in format to encourage a greater response.

After the survey is administered, it is important to keep employees posted on any progress made because of their input. In this way, they see management's integrity in responding to the needs of the rank and file. Employees may even take a greater interest in present or future employee services or recreation programs when they see their input making an impact.

All employee services professionals must have an ear to their people, to employees' likes and dislikes. By finding out what local attractions and events are already popular, for example, you can learn what would sell in a discount program and what would attract a large audience for an outside company event.

Some factors to consider when programming for the employee population include the following: the demographics of the population, hours of plant operation, average age of the workforce, average distance employees live

from the worksite and existing facilities which may be used for recreation programs.

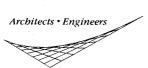
Before any programming can take place, you must answer the questions who? what? where? when? why? and how? Once you understand the situation in its entirety, you can manage and administer an effective employee services and recreation program.

Of course, programming demands constant change to keep up with the dynamic environment. An ongoing effort to make existing programs easier to participate in, more convenient to participants and less expensive for employees and the company are excellent ways to improve your own programming.

There are, nontheless, restrictions that all employee services professionals must face in their programming role. Inherent in every activity are space requirements, budget constraints and the need for at least a handful of participants.

However, with the creativity and imagination that characterize today's employee services and recreation professionals, the potential is endless for offering something for everyone.

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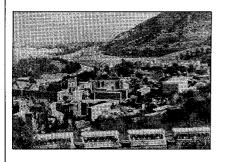
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#### **NEW PRODUCT AND SERVICE GUIDE**

#### Universal Studios Tour Features Experts' Tricks-Of-The-Trade

The Universal Studios Tour Entertainment Center houses four live shows that not only reveal the tricks-of-thetrade of movie and television experts, but also display the most complex special effects ever seen in a live show.

The newest live attraction, "The Adventures Of Conan," a sword and sorcery spectacular, is the most ambitious and complex attraction ever constructed at Universal Studios Tour. The live show, inspired by the 1982 hit adventure film "Conan The Barbarian," was built at a cost well over 3.5 million and features a number of state-of-the-art special effects that break new ground in theatre presentations. The audience sits within inches of piercing lasers, scorching fireballs, hairraising sword fights and an 18-foot tall, fire-breathing dragon.



At "Screen Test Comedy Theatre", inspired by the great screen comedies and comedians, visitors portray a variety of roles in the rollicking "Great Chase."

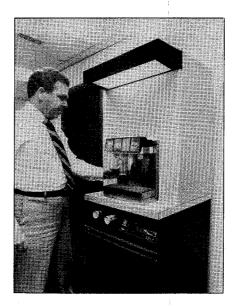
The live action Western Stunt Show stars professional actors/stuntmen in a demonstration of fisticuffs, gun battles, knife fights and comedy, highlighted by a 20-foot high fall. During the show, the stuntmen reveal their behind-the-scenes secrets that insure safety and success, while simulating wild and wooly, dangerous action.

The Animal Actors Stage stars some of Hollywood's best-known animal performers, including Fred, the cockatoo from the "Baretta" television series and Bandit, canine-star of "Little

House On The Prairie." Visitors to The Animal Actors Stage will also learn easy animal-training tips and tricks to do with their own pets.

#### Self-Serve Soda Fountain Cuts Soft Drink Costs

Businesses with as few as 40 employees can now offer cold cups of fountain soft drinks for less than half the cost of vended cans. The difference can be passed along to employees as a low-cost—or no-cost—fringe benefit.



The new Reddi Refresher self-serve fountain drink machine from Sacor, Inc., dispenses 9-oz. drinks, costing the location about 9¢ each, compared to about 30¢ for a 12-oz. can of the same product. The savings can be passed along to employees because Reddi Refresher's unique "cooperative service" concept gives employers complete control over the products, prices, and profits of their refreshment programs.

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For an information kit with complete details on the fountain drink machine and the full Reddi Refresher program, call or write:

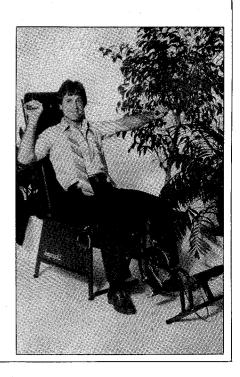
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Call or write Jayfro for a free catalog: 976 Hartford Tpke., Waterford, CT 06385, 203/447-3001.



## **NESRA CALENDAR**

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson, CESRL (213) 354-5367 or Jim Mowery (213) 843-2858.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Sue Potter—(614) 227-6417

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets on the second Wednesday of the month. Contact Randi Lomis—(216) 692-6460.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Pat Yandell—(214) 234-7679.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets on the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Rrecreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5000.

League of Federal Recreation Associations/ Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 496-6061. Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the third Wednesday of the month. Contact Teresa Gibson—(713) 974-6671.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-2461

Minnesota Employee Recreation and Services Council/ St. Paul, Minnesota, meets on the third Thursday of the month. Contact Ralph Ferrara—(612) 540-7370.

New York Industrial Recreation Directors Association/New York, New York. Contact Barbara Mansfield—(212) 623-4981

Oakland Industrial Recreation Association/ Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/ Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meetings on the last Thursday of the month. Contact Sandy Clark—(716) 328-2550 ext. 5570.

San Antonio Corporate Recreation Association/San Antonio Texas. Meets on the second Wednesday of the month. Contact Hector Luna—(512) 690-2311.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosho—(206) 621-6869.

**Toledo Industrial Recreation and Employees Services Council**/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

**Tri-County Industrial Recreation Council/Santa** Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

#### Conference & Exhibits

**1984 NESRA Conference and Exhibit** will be held May 17–20 at the Beaver Run Resort and Conference Center in Breckenridge, Colorado. For more information, contact NESRA head-quarters: 312/562-8130.

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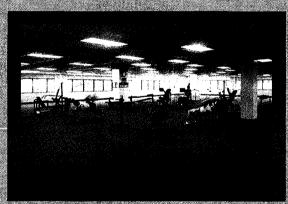
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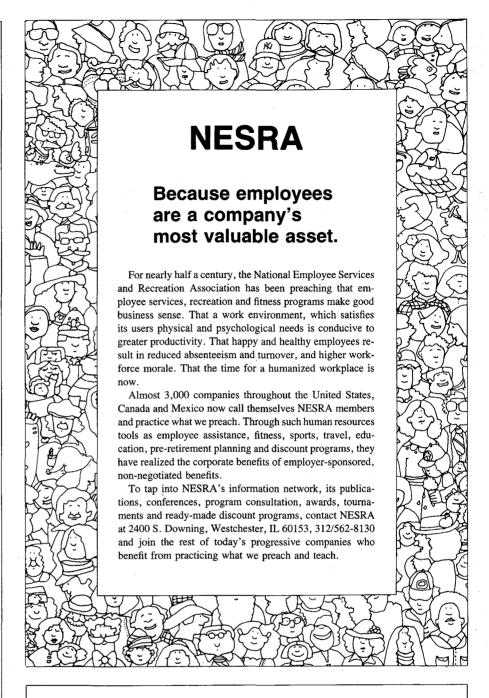
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JOURNAL OF EMPLOYEE RECREATION

Management HEALTH AND EDUCATION

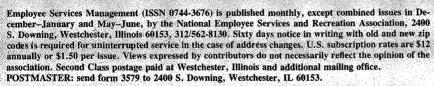
Volume 26 • No. 10

#### In this issue

"Employee services and recreation managers" is a somewhat ambiguous answer to the question, "Who's running today's employee programs?" In fact, today employee services managers can be full-time department directors, fulltime association managers, "jacks-of-all-trades" (as in the case of some personnel managers) or elected volunteers. For this December/January issue, we spoke with those various individuals behind their employee services and recreation programs to learn what makes them and their programs tick.

The time December through January traditionally sparks recollections of 1 the past and predictions for the future by all of us. To recall employee services and recreation's past, ESM traced the decades of employee services in the article, "Tracking Employee Services and Recreation." And to take a glimpse of the future, we interviewed NESRA's new president, Phyllis Smith, executive recreation director of the Hughes Fullerton Employee Association, and gained an insight on the woman who will head the nearly 3,000-strong organization throughout 1984.

Finally, to assist all employee services and recreation administrators in their present planning and programming, we've published the 1983-84 Buyer's Guide and Services Directory featuring more than 150 NESRA Associate members.



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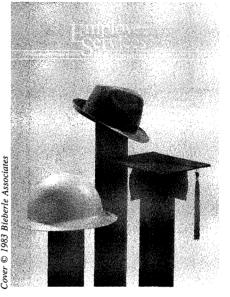
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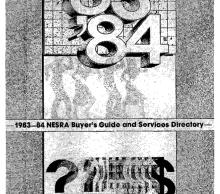
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.











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#### Employee Services Vital Across the Globe

Companies on both sides of the Atlantic view employee services as a vital part of human resource programs, according to Len Brice, NESRA consultant. After conducting informal surveys at the American Society for Personnel Administration's Conference in New York and the European Association of Personnel Management's Conference in Denmark. Brice found "companies from Brazil to the Netherlands, from the deep South in the U.S. to the plain states, from 75 employees to 40,000 employees, all testifying that the field of employee services and recreation is growing. In fact, those which don't currently sponsor an employee program at their workplace are already in the process of developing one.

"The more successful programs have both a group of volunteers from the workforce involved and a member of the personnel department serving as catalyst and leader for the establishment of an employee services and recreation program," Brice said.

The individual carrying the title, "employee services and recreation manager" in the U.S. is more frequently called "social manager" outside America, Brice found. In a large company in Finland, recreational opportunities are provided by an individual who coordinates various activity clubs.

In both the U.S. and other Western countries, discount buying is popular and company-subsidy of employee services and recreation programs, standard. Soccer, track and field events, volleyball, basketball and tennis enjoy enormous popularity abroad.

"One interesting benefit provided by the employee association of a bank in Belgium," noted Brice, "is free car inspections every 10,000 kilometers for all employees."

Virtually all of the company representatives Brice interviewed said that employee services and recreation programs create a more loyal workforce and demonstrate the company's concern for its employees.

Said a manager of personnel services in the U.S.: "Employee programs break down barriers." Noted a Belgian personnel director: "Employee programs support a good working environment."

"All of the human resource profes-

sionals I interviewed in New York and Denmark called employee services 'vital,' "said Brice, "and cited the emphasis on leisure indicative of its future growth. Overwhelmingly, professionals here and abroad see employee services and recreation on the cutting edge of improved employee relations."

(continued on following page)

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#### **Challenge for Business:** Find and Keep Qualified **Employees**

By the year 2,000, information employees will make up 80 percent of the workforce, creating a need for highlyskilled and higher paid entry-level employees, reports the Administrative Management Society in Willow Grove, Pennsylvania.

"The diminishing pool of high school graduates may be of inferior quality," writes Robert W. Goddard, of Liberty Mutual Insurance Companies, Boston, Massachusetts, in his article "Charting Labor's Course," which appeared in a recent issue of AMS' Management World. Companies will be faced with the challenges of finding and keeping qualified employees, providing them with career-long training and coping with changing employee attitudes.

With the proportion of workers in the 16 to 24 age group decreasing and those in the 25 to 54 age group increasing, employers may need to turn to an older population to fill entry-level position. Also, to adapt employees to new positions and careers, business may find it necessary to provide continuing education and career-long training for their employees, writes Goddard. To keep their qualified employees, Goddard says, employers may have to offer higher pay as well as profit sharing with delayed payments, more promotions for young workers, and career pathing.

As employee values shift from loyalty to the job and employer to focusing on individual needs, managers will have to provide psychological incentives for their employees. According to Goddard, these incentives include more flexibility on the job, more meaningful work and greater participation in the decision-making process.

#### Women Workers' Pav Slid to 59.7% of Men's

While the number of women in the labor force climbed sharply in the past three decades, their average earnings in relation to those of men declined slightly, the Census Bureau says.

The Wall Street Journal reports that the bureau found the number of women in the labor force increased 173 percent—to 45.6 million from 16.7 million-between 1947 and 1980. But between 1955, when the bureau started keeping such figures, and 1981, salaries of full-time women workers in relation to men's slipped to 59.7 percent from 60.2 percent of men's earnings.

The earnings disparity was even more noticeable among women managers. Between 1960 and 1980, the salaries of women managers in relation to male managers' declined to 55 percent from 58 percent of men's earnings, even though the percentage of women man-

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agers nearly doubled to 28.2 percent from 14.5 percent.

The average salaries of women professionals have risen in relation to men's, to 66 percent of men's earnings in 1980 from 64 percent in 1960. But the earnings of women clerical workers in relation to their male counterparts have declined substantially, to 60 percent from 68 percent during the past two decades, the bureau says.

The bureau report, entitled "American Women: Three Decades of Change," incorporates several trends that have been reported previously. It notes again, for instance, that about half of adult women worked outside the home in 1980 compared with one-third in 1950, that women have been marrying later and divorcing more often, and that fertility has decreased sharply since 1950.

Bureau analysts maintain that "the question for the upcoming decades is where the balance will be struck between the roles of women as wives and mothers and women as workers and economic providers for their families."

### **Exercise Successful in Preventing Bone Loss**

After a three-year study, Dr. Everett Smith, director of the biogerontology laboratory at the University of Wisconsin, concluded that exercise can reverse the thinning of bones associated with aging. His results have received wide attention in medical journals.

Bone loss (osteoporosis) is more common in older women than rheumatoid arthritis, diabetes, heart attacks, stroke or breast cancer. Osteoporosis can also result in severe back pain and decreased height, commonly called a dowager's hump. Some women may lose 30% of their bone mineral mass by age 70.

The three-year study at the University of Wisconsin showed that active

older women gained bone while a control group of inactive women continued to lose it. The exercise group worked out 30 minutes a day three times a week. The result: the bones of the arms and wrists of the exercise women grew larger and more dense each year, reversing the losses often considered inevitable in older people.

According to Dr. Smith, bones respond to exercise in the same way that muscles do—they become bigger and stronger when more stress is placed on them.

"Bone adapts like any other body tissue," Smith said. "When stressed it builds up and becomes stronger, when not stressed it becomes smaller and wastes away."

In researching bone loss, Everett Smith has found that a person's bone mass can also depend on which sport he or she plays. A right-handed tennis player's right arm contains 30 per cent

(continued on following page)



more bone than the left arm, which does not get used as much. Weightlifters show more bone buildup than throwers, throwers more than runners, and runners more than swimmers.

Dr. Smith feels many people in their middle years start to use age as an excuse for inactivity. They fear pushing their bodies too far. "Not exercising your body is like never allowing a car

to run. Eventually, it rusts."

#### **Utah's Curriculum Blends Business and Recreation**

Selling pleasurable experiences isn't the same as selling tires or groceries. In the recreation business, there must be an understanding of people's motivations for participating in sports or other activities.

So students going to the field need a curriculum that combines both business and recreation, says the director of a nationally recognized University of Utah program—the first of its kind in the nation—that offers training in commercial recreation.

Dr. Rob G. Snow, assistant professor of recreation and leisure who directs the program, says besides understanding individual's motivation, students going into the field must understand specialized problems of the recreation business.

A large capital investment is often required. Yet public tastes change rapidly. While tennis may be the rage today, tomorrow's profits may be in cross country ski equipment, he notes.

In addition, business is often seasonal and if the economy slumps, families may sharply curtail recreational expenditures. These problems help explain why nine out of 10 recreation businesses fail, says Snow. They are also problems a specialized recreation curriculum can address.

In addition, standard business majors are required to choose an emphasis, such as accounting, marketing or management. "But recreation business is often small business," Snow says. "You have to wear 20 hats." So students in commercial recreation can be encouraged to get a broad business background. Capable graduates are encouraged to go on for law degrees or MBAs.

The University established a commercial recreation emphasis within the recreation department in 1971. "I was convinced this was the direction our whole field was going," says Dr. Lyn Rockwood, a public recreation specialist who proposed the program and set up the first commercial recreation course.

The program presently has about 200 undergraduate majors. Snow says students have come from Germany, Norway, Hawaii and throughout the United States because of the program's reputation.

Commercial recreation, Snow ex-

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plains, focuses on general concepts applicable to all businesses directly or indirectly involved in helping people use their leisure time. That's a long list of businesses, including retail clothing and sports shops, craft and hobby stores, resorts, amusement parks, travel agencies, restaurants, hotels, cruise lines, professional sports teams, equipment manufacturers and even bars and discotheques. "I guess even a video store would qualify," says Snow.

Graduates of the University's program are on the management staff of Snowbird ski resort and are owners of Utah river trip companies. They include the public relations director for the Salt Lake Golden Eagles hockey team, a former development director for Walt Disney Productions, an executive with a firm that manufactures ski boots and a member of the Park City Chamber of Commerce staff.

Majors are required to take 64 hours in recreation, compared to about 45 for many other majors. They also must take 45 hours from a list of allied courses in accounting, marketing, management, computer science, communication, educational psychology, foods and nutrition and several other fields. "We're extremely fortunate to be affiliated with a high quality business school," says Snow. "Our program wouldn't be possible without it."

Each student also must track down two internships—a half-time position for one quarter during the junior year and a full-time, preferably paying job (or a combination of two part-time experiences) during the senior year. All told, students spend 500 hours in work settings.

Commercial recreation faculty have developed an array of courses, including "Operation of Swimming Pools and Waterfronts," "Managing Travel Resources" and one added this year in "Computer Applications in Parks and Recreation."

Two courses teach students to conduct market surveys to determine the

demand for a recreation service and to make broad feasibility studies of funding possibilities and profit expectations. Students in those courses have looked into the demand for more rock concerts on campus and whether skiers at Brighton would view a new lift as a scar on the environment.

Because of the riskiness of recreation business, most graduates starting out can't expect to earn high salaries. They can, however, expect to work in atmospheres where people are enjoying themselves. And, says Snow, "you can't put a dollar value on that."

### Work Accidents Still Prevail

About 1.9 million persons suffered disabling injuries in work-related accidents last year, according to National Safety Council statistics. The Council reports that the trunk, fingers, and legs, respectively, were the parts of the body most ofen afflicted.

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#### **NIRREF BRIEFS**

### NIRREF Contracts Fitness Study

The National Industrial Recreation Research and Education Foundation (NIRREF) recently contracted with the University of Tulsa to develop a fitness training program for improved opportunity and job performance.

Under the direction of Joyce Hogan, Ph.D., University of Tulsa researchers will design a physical fitness training program to enhance and maintain physical performance in a range of occupational specialities. The program content will be tied directly to occupational tasks of a general nature to extend the fitness training to a wide array of jobs in different industrial settings. The program could then serve a more general function to improve the physical capabilities of both potential and current employees in physically demanding work.

A major concern of employers is to select and maintain personnel who can perform jobs requiring physical activity safely and efficiently. The economic push for employment has opened the doors of blue-collar apprentice jobs to individuals who had previously not sought such employment. Developing performance criteria for these jobs is difficult, at best, and may eliminate some individuals who would otherwise be suitable after minimal exposure and training. A real barrier to some men as well as women entering physically demanding work is that they are physically incapable of carrying out the necessary requirements of the job.

In jobs where physical performance is a critical factor, contends Hogan, employee fitness makes a difference not only in terms of opportunity, but in quality of work and job safety.

The value of fitness training extends to both the maintenance and improvement of physical capabilities of those already on the job. Physical capacities of muscular strength, power, endurance, flexibility, and overall stamina are elements that can be trained rather efficiently.

A few corporations have already understood the potential of physical training to hire those individuals who are otherwise qualified into physically demanding occupations. It is also a means by which current employees may improve their potential for safe and efficient performance.

Researchers plan to develop a general physical training program to be used by those individuals already employed in selected apprentice jobs or are seeking employment—either transfer or new applicants. Such a program would focus on strength and endurance fitness components and would be self-administered, individually paced, and present no facility or equipment requirements.

Participants could monitor their own progress without supervision and all activities would involve safe procedures. After pilot-testing, the program will be packaged in the form of a workbook, including explanations of all activities and a checklist of progressions.

The generic fitness training program will be developed over the course of four phases. First, in conjunction with NESRA, researchers will target corporations and jobs where fitness level is important to specific job perfor-

mance. These may include a variety of craft, maintenance or warehousing jobs.

Criteria for the selection of occupations to study will include factors such as (1) some degree of physical work is inherent in the job; (2) physical incapability would preclude employment of some individuals; (3) lack of fitness could result in substandard performance; and (4) lack of fitness could result in accidents or injury.

Once the jobs are identified, researchers will analyze the types of physical requirements necessary for performance. Researchers can then identify those tasks if performed adequately would insure that all other tasks requiring that category of physical performance could also be performed.

The third phase of the study involves the development of activities for the physical fitness program. The object is to select activities whose content is sufficiently similar to task content so that training in one enhances performance in the other. All training activities will be packaged as a self-administered, individually paced program.

The final phase of the study involves pilot-testing the program using college students who span a range of initial physical fitness levels. The sample will include both males and females.

In addition to monitoring the individuals performances through the fitness program, the students will be evaluated using a standardized fitness test prior to their participation and at the conclusion of the six week program. This will allow researchers to see program gains not only in terms of exercise increments but also on changes in fitness indices. At the conclusion of the pilot study, recommended changes in content, intensity, and procedure will be incorporated in a final, revised fitness program.

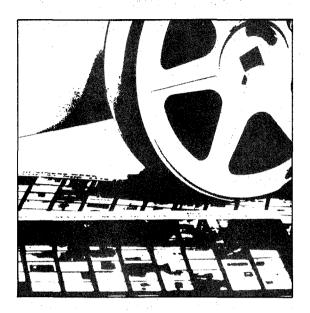
"We're confident that the fitness program developed by University of Tulsa researchers," said Arthur Conrad, NIRREF chairman, "will be very useful to NESRA's corporate members as they train tomorrow's workforce."

For more about NIRREF, write to the Foundation at 2400 S. Downing, Westchester, IL 60153.



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#### **CONFERENCE UPDATE**

### The Breckenridge Experience

The spirit, optimism and determination of a die-hard miner is perhaps the best way to describe the general outlook of NESRA's 1984 conference planners. Although the 43rd Annual NESRA Conference and Exhibit is several months away, the NESRA staff, along with that well-known Denver prospector and conference chairman Leroy Hollins and his conference committee, are busy breaking the trail.

The site of the 1984 conference is Breckenridge, Colorado, an old mining town turned ski resort. Camp will be pitched May 17–20 at the Beaver Run Resort under the theme, "Prospecting for Knowledge." Under construction is a 250-foot mine shaft, which will house 120 exhibitors from the U.S., Canada and Mexico.

On the lower level of the exhibit hall will be the re-creation of a western mining town celebrating a Motherlode find. Appropriate props, including running water, lanterns, barrels and pans, along with miner and cowboy characters, will help achieve the authenticity that will mark this conference unique.

For delegates, a number of conference specials will be introduced to enhance the total convention experience. On the opening day of the conference, a "Battle of the NESRA Stars" will provide the right atmosphere for socializing. Most Breckenridge restaurateurs will participate in a "Dinearound" on Friday evening, where conference participants can sample cuisine from a variety of menus. Prize drawings and incentive games will be ongoing in the exhibit hall to keep the conference spirit alive.

Even the town of Breckenridge will be involved in the conference. Town leaders will rename Breckenridge to the "Kingdom of NESRA" and change the name of local streets and restaurant menu items to famous NESRA leaders.

"The limelight will be on NESRA this May," noted conference chairman Leroy Hollins. "No one attending the NESRA conference will leave uninspired."

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### Views from the Top: Employee Recreation as Perceived by Chief Executive Officers

by Debbie Phelps, M.S. and Keith B. Roys, Sr., Ph.D.

Por chief executive officers of major corporations, the line of thinking that directs action is generally based on solid facts. Yet when intangibles enter the decision-making process, as in the case of employee recreation, individual judgment is most frequently employed. And for every employee services administrator, knowing the executives' beliefs and prejudices is a giant leap toward gaining top management's crucial support.

More than 1,700 companies were actively involved in employee recreation programs in 1978, a fact that seemingly indicates top management support. To test this impression, a survey of chief executive officers was conducted during the summer of 1982.

Fifty-one Fortune 500 industries west of the Mississippi participated in the study. To solicit management's feelings about the importance of employee recreation to both management and employees, a seven-digit continuum was used with a scale ranging from "strongly agree" (1) to "strongly disagree" (7).

Companies of three general sizes responded to the survey: 16 small companies (under 10,000 employees), 23 medium-size companies (10,001–35,000 employees), and 12 large companies (35,000 employees and over).

Of the 51 responding companies, 47 reported having a recreation program;

14 of those being small companies, 21 medium-size companies and 12 classified as large companies.

Chief executive officers gave improved employer-employee relations the highest average ranking when evaluating a list of possible corporate benefits realized through employee recreation programs. The executives indicated employee recreation programs establish a friendly feeling between the employee and employer. West coast respondents reported the strongest feeling that employee recreation improves employer-employee relations.

Top management in all companies surveyed agreed that the company should encourage employees to participate in recreation activities and that employee recreation programs develop community spirit favoring the company.

They mildly agreed that there was a relationship between production and improved morale because of the existence of recreation programs. Southwestern respondents agreed most with this consideration, followed closely by the West. Least agreement came from the Midwest.

A neutral or middle-of-the-road response was found among CEOs when asked if employee recreation leads to better interdepartmental cooperation. There was a significant difference in

the responses based on the geographical location of the companies. Executives that agreed most with this statement came from the West (2.95), followed distinctively by the Midwest (4.16), and the Southwest (4.31).

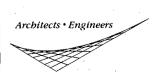
Responding chief executive officers were also neutral in their feeling that active participation in employee recreation programs leads to lower absenteeism rates. Again, the West reported a significantly higher level of agreement that the Midwest.

Executives tended to mildly disagree with the prospect that employee recreation programs assisted in the recruitment of new employees. The responses to the question differed significantly depending on the size of the company. Executives of large companies reflected an agreement with the statement, while medium-size company executives expressed stronger negative feelings.

Finally, in the area of perceived corporate benefits, top management did not agree that employee recreation helps identify leaders from among the ranks of employees or leads to an opportunity for management to notice characteristics useful in selecting personnel for advancement.

The survey also asked chief executive officers about the benefits of employee recreation programs to the

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workforce. That employee recreation provides employees with a good way to meet other employees received more support than any item on the employee benefit inventory. Predictably, West coast executives rated social interaction significantly higher than midwestern executives.

The executives also agreed that employees should have an employee recreation program and that the program provides greater opportunity for a wider range of recreation activities to the employee at a lower personal cost.

Chief executive officers gave improved employer-employee relations the highest average ranking when evaluating a list of possible corporate benefits realized through employee recreation programs.

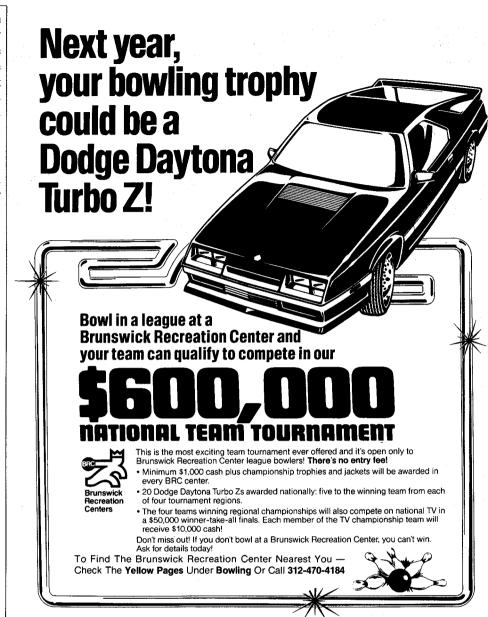
Reactions of general agreement among the CEOs were found when asked if physical fitness is important in the development of an employee recreation program and if employee recreation leads to improved morale among workers.

Management mildly agreed that employee recreation provides more opportunity for the employee and his or her family to recreate together. Executives from large companies agreed most with this statement, medium-size companies followed closely, but small companies were significantly less influenced by this concept.

The survey also reflected a feeling that employee recreation develops good sportsmanship in employees.

Finally, chief executive officers were neutral in their feeling that employee recreation aided in the retention of employees.

Recognizing the attitudes of chief executive officers toward employee recreation is crucial in gaining their support. By understanding their current beliefs, employee services and recreation administrators can tailor their employee services presentations to management, and hold better odds at winning that critical stamp of approval.



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### Leisure-time Activities: Fringe Benefit or Necessity?

by Paul Simonson

orale, welfare and recreation activities have traditionally been viewed as just another fringe benefit that active-duty military members receive for service to their country. However, a recent survey conducted by the United States Air Force proves that both Air Force personnel and their commanding officers overwhelmingly consider such activities positive elements in troop morale, job performance, retention, mission accomplishment, quality of family life and other related areas.

The Morale, Welfare and Recreation (MWR) Quantification Study, completed in early 1983, proposed that the absence of MWR programs in the Air Force would act as a dissatisfier to military personnel, negatively affecting such areas as job performance and mission accomplishment. Following Herzberg's Motivation-Hygiene Theory, the MWR programs were classified as hygiene factors, similar to salary and working conditions, affecting persons only when removed or curtailed.

More than 230 Air Force commanders, from both the United States and overseas, participated in face-to-face interviews and more than 6,100 activeduty personnel responded to a mail survey questionnaire for the MWR study. Both groups were asked what effect MWR programs had on their own morale or the morale of those under their command (in terms of work group cohesiveness, common goals of the work group, progress toward mission accomplishment, importance of work to the mission and good supervisor-worker relationships). Specifically, personnel were asked: "If MWR programs and facilities were not available, what areas in the Air Force would be negatively impacted?"

As suspected, there were perceived negative impacts resulting from a hypothetical discontinuation of MWR programs on all areas investigated.

All commanders and 93.4 percent of the Air Force members believed there would be a negative impact on morale if MWR programs were not available. One hundred percent of the commanders saw MWR reductions having a negative effect on mission accomplishment, while 99.9 percent felt there would be an adverse effect on family

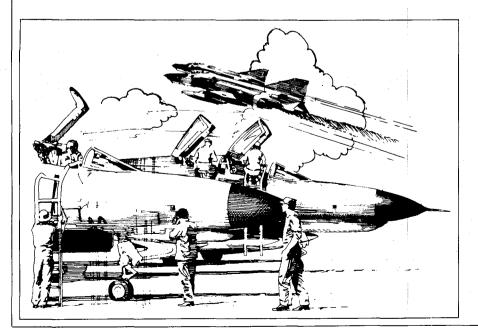
life. The survey further showed 98.8 percent perceived a negative effect on the drug and alcohol program; 98.5 percent on job performance; 98.1 percent on discipline; 96.4 percent on retention.

Approximately 87 percent of the commanders interviewed also felt there would be a negative effect on community relations if MWR programs and activities were not available to the base population.

These findings substantiate the initial assumption that MWR programs serve Air Force personnel as hygiene factors in the workplace. In his model of Motivators and Hygiene Factors, Herzberg explained hygiene factors as potential dissatisfiers in the workplace. For example, when workers perceive poor working conditions or feel underpaid or think they have lost some benefits, this serves as a dissatisfier directly affecting or interfering with the potential for psychological growth. Hygiene factors do not necessarily improve productivity like motivators such as achievement, recognition, responsibility and work itself.

The fact that someone may play intramural softball or attend dances at the recreation center, does not mean he or she will do a better job for the Air Force. What it does mean, though, is that if those things are taken away, it would negatively affect the job and mission accomplishment of the personnel.

The Quantification Study also measured the current morale of the various demographic groups of the U.S. Air Force: males (5,336 respondents), females (535), married personnel (4,437), single personnel (1,499), day workers, 8:00 a.m. to 5:00 p.m. (4,860), shift workers (1,029), overseas personnel (1,216), and those who reside in the United States (4,826). Significant differences in morale between the sexes, marital groups, categories of work hours and duty location were found in the



survey.

Based on the data, males have higher morale than females, and married members of the Air Force have higher morale than single members. Shift workers have lower morale than day workers, primarily because the off-shift personnel work during prime leisure hours. Finally, those who reside overseas have a lower morale than do those living in the United States.

Despite the morale differences among the groups, no individual group classified their morale as bad.

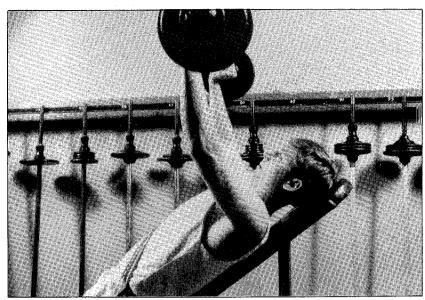
Since lower pay is a by-product of lower rank, data revealed those who have an exorbitant amount of leisure time are the same individuals who spend the least amount of money on leisure time activities. Generally speaking, those who have the time don't have the money for recreation, and conversely, those who have the money don't have the time.

Specifically, those who spend five hours or less or more than 33 hours per week on leisure activities have lower morale than those who recreate 8–28 hours per week, according to the survey. Additionally, those who spend less than \$13 per month or greater than \$401 per month on leisure activities have lower morale than those who spend from \$13 to \$376 per month.

The results of the Morale, Welfare and Recreation Quantification Study provide a number of discoveries. The survey confirmed that MWR programs have a positive influence on morale.



Stress relief for military members is gained through less physical activities such as arts and crafts.



Extensive fitness programs contribute to overall wellness in the Air Force.

This contention was unanimously supported by those commanders interviewed in both the United States and overseas.

Of course, the degree that MWR impacts morale varies depending upon the situation. The absence of MWR programs in a bare base scenario or a remote site would have a far greater negative impact on morale than in a metropolitan area.

The study not only confirmed these contentions but also provided new insights about MWR programs and how they impact many other facets of military life. The MWR package is not just a "nice-to-have" benefit, but rather a critical part of the overall Air Force way of life. It is a major contributor to better retention. It acts as an adhesive which holds Air Force people together by creating unit pride and camaraderie.

The presence of MWR programs and facilities also gives the younger troops overseas wholesome leisure-time alternatives. It provides them with reasonably priced entertainment, which they could not otherwise afford in the local economy.

Morale, welfare and recreation programs are especially critical overseas where people become alienated due to language and cultural barriers. Such programs provide that important nucleus where people can continue participating in activities that would not

otherwise be available . . . those unique to the American way of life.

Paul Simons is the Morale, Welfare and Recreation Analyst at Randolph Air Force Base in Texas.

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### **Tracking Employee Services and Recreation**

by Michael T. Murphy

The movement to humanize the workplace is not a twentieth century phenomenon, though the idea has at last in this century gained world-wide support. Efforts to introduce American workers to employee services and recreation traces clear back to the late 1800's.

Leisure came into its own at the end of the 19th century as the strict work ethic and sweatshop conditions gave way to a concern for a quality of life. That new emphasis on leisure spawned yet another creation: employee services and recreation. Industry recognized the changing social forces—greater affluence, increased education and an acceptance of leisure—and responded to them with formal employee programs in the workplace.

In 1854, the Peacedale Manufacturing Company of Peacedale, Rhode Island opened a small library for use by the entire community, and employee services was born. Several years later, in 1866, sports popped into the recreation picture when an Equitable Life Assurance Company employee baseball team walloped the Metropolitan Fire Insurance Company 42-18 on a sandlot in New York City. In Milwaukee, the Allis-Chalmers Manufacturing Company sponsored their first employee picnic on a sunny August day in 1882. In 1887, the Warner Brothers Company erected a clubhouse to accommodate 500 of its employes. Even employee associations emerged before the dawn of the twentieth century—in 1894 at the Metropolitan Life Insurance Company.

Throughout the turn of the century and into the first quarter of the 1900's, more and more large, industrial companies turned to employee recreation programs to promote employee loyalty, fellowship, high morale and physical and mental development.

World War II pushed what was then termed "industrial recreation" center-

THE stage in the 1940's. The war effort and tremendous worker tension to achieve maximum productivity called for employee recreation programs to relieve stress and keep jobholders fit to do their jobs.



In 1940, the idea of an Industrial Recreation Association gained momentum at the National Recreation Congress in Boston. One year later, the Recreation Association for American Industry was formed, under the direction of president Floyd R. Eastwood, then-director of the Recreation Department of Purdue University.

By July 18, 1948, membership had expanded across the nation and the name of the association was officially changed to the National Industrial Recreation Association.

Some of the most popular employee recreation programs of the 40's, in which the predominantly blue-collar industry workers participated, were bowling, baseball, camera and curling clubs.

Company funding, employee contributions and profits from vending machines made the recreation programs possible, not unlike the programs today.

"A Taste for Teamwork" characterized the appetites of workers in the 1950's. Industrial recreation helped develop a rapport among workers, both on and off the job.

Management in the fifties looked to recreation programs to build the *esprit de corps* necessary for healthy worker relationships and to identify leaders for promotion within the company.

Team sports such as bowling, softball and basketball led the list of popular recreation activities in companies



Teamwork characterized the fifties.

surveyed by NIRA in 1957. Sports programs were on the rise, according to the survey. Compared to a National Conference Board study conducted in the late 1940's, bowling was up in participation from 93.6 percent to 94.1 percent of the workforce in responding companies; softball was up from 82.2 percent to 90.8 percent; and basketball reached 72.5 percent participation, up from 69.3 percent.

The homogeneous groups in the workforce that played together on company-sponsored athletic teams were determined to stay together in terms of wants and needs at the workplace.

The road to leisure is always paved with change, providing constant chal-

lenge to the recreation director. Automation in the 1960's provided the most significant challenge to them in that decade. In addition to making a shorter work week possible and sparking decentralization, automation created a new type of employee, replacing yesterday's semi-skilled worker with the skilled technician, engineer, professional and white collar manager. The workforce of the 60's, like the younger members of society, celebrated an age of individualism.

Industrial recreation had to reorient its concepts, policies and methods in the 60's to meet the rising levels of



The age of individualism, the 1960's, saw a dramatic surge in travel.

education, to fulfill more varied interests, and to provide more creative uses of leisure time for the new generation of workers.

Even top management began recognizing the importance of the individual employee. "No matter how marvelous our intentions, how productive our industries, how automatic our machines," said Frank Davis thenmanager of the Lockheed Employee Recreation Club, "the whole process may be brought to a standstill by its failure to engage the human personality or to serve its needs."

In particular, the travel bug bit industry two decades ago. Travel within the U.S. broke most previous records in the 1960's and travel programs for employees were gaining more support. Interestingly, more employees of American and Canadian companies toured Europe between 1958 and 1962 than in all of the previous years.

Recreation took its first step toward professionalization in the 60's. The first Certified Industrial Recreation Administrators were announced at the 1962 NIRA Conference and Exhibit.

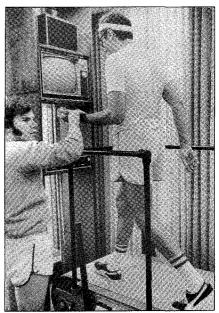
While women like Martha Daniell of Nationwide Insurance, Lil Lockenvitz of State Farm Insur-

SEVENTIES ance and Mary Kennelly of A.T. & T. were making headway in their careers, "Mr. NIRA" still dominated the field of industrial recreation.

A profile of the average industrial recreation administrator was drawn from a 1971 NIRA Research Foundation study. The typical recreation manager of the seventies was male, 44 years old, employed by his current company for 13.5 years, high school educated and earned \$14,213.82 annually.

The "me" generation of the 70's, in addition to working hard at advancing their careers, played hard and helped themselves to doses of preventive medicine. They jogged, ran marathons, bicycled, swam, played racquetball and tennis like never before. "Aerobics" entered the body public's vocabulary.

The President's Council on Physical Fitness and Sports, along with the American business community, held the first national conference on physical fitness in business in 1972. Speakers pointed to a health crisis in this country, which, they noted, could not simply be met by training more doctors and building more hospitals. Rather, they called for building personal fitness through generous doses of self-help medicine, made available from company-sponsored fitness programs.



In the seventies, fitness fit the lifestyle of the "me" generation.

In an era when microprocessors and robots are hailed as the answers to

THE America's productivity problems, employee programs may seem a bit old-fashioned. Yet in this high-tech environment, employee services and recreation is more crucial than ever before.

Experience has demonstrated that well-conceived, effectively administered employee programs can enhance productivity, decrease absenteeism, improve safety on the job and heighten morale—all creating a more humanistic environment for a workforce threatened with alienation by the most sophisticated kinds of equipment.

Discount programs, softball and bowling leagues, fitness activities, company picnics, travel programs, employee recognition banquets, employee assistance programs, pre-retirement planning and educational workshops are characteristic of the comprehensive employee services and recreation pro-

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#### TRACKING EMPLOYEE SERVICES

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grams of the eighties that must appeal to a diverse workforce, a mosaic so-

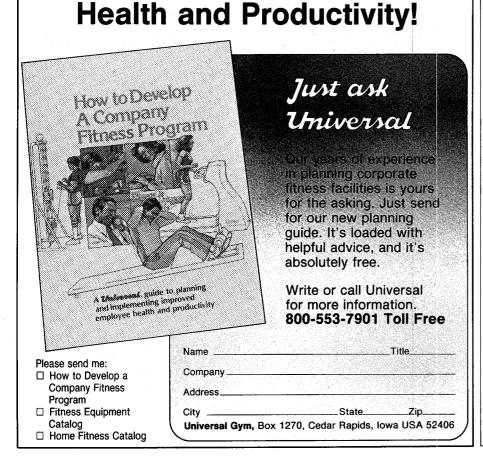
In 1982, NIRA realized that recreation was only a part of progressive companies' programs. Employee services served the company equally well. Thus, the National Industrial Recreation Association gave birth to the National Employee Services and Recreation Association.

Accompanying the name change has been stronger efforts to professionalize the field of employee services and recreation and establish it as a viable part of human resources management. Already, those working in the field have established themselves as qualified professionals. NESRA's 1982 Data Inventory found top-level employee services administrators earning between \$20,001 and \$25,000 annually and possessing a college education.



Discount services through company stores appeal to the mosaic society of the eighties.

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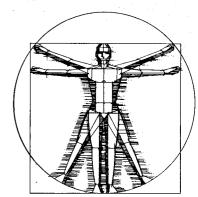
The future looks bright for employee services and recreation. The new breed

### AND BEYOND

THE NINETIES of workers, according to several national studies,

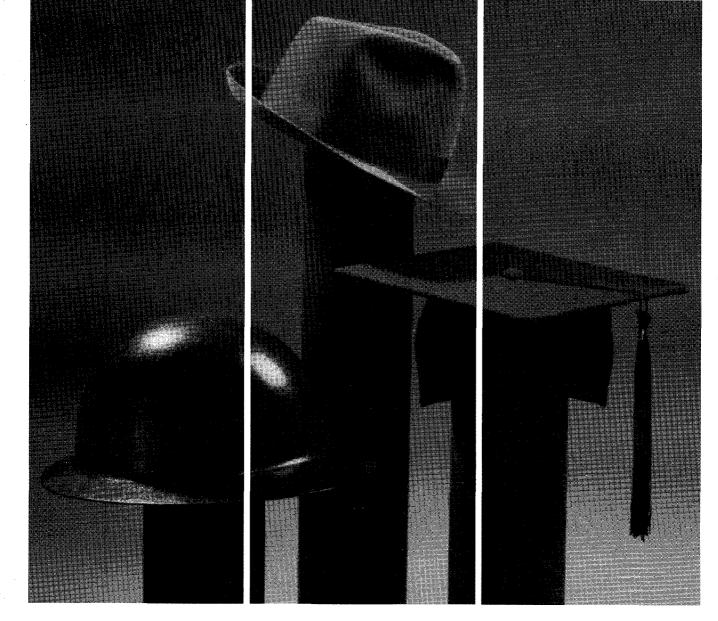
places family and leisure before work in their interest inventories. These employees are an ideal target for service and recreation programs.

Employee services administrators, nonetheless, will have to adapt to the future work environment to remain effective. They must become a friendly user of the computer, which can handle tournament schedules, merchandise/ ticket inventories, financial statements, mailing lists and word processing, to be free to conduct long range planning and creative programming. They must become more flexible and create more flexible programs, activities and events to account for flextime and jobsharing. They must also become more participative managers to achieve better working relations with the new breed of workers who are more interested in personal development, autonomy and leisure. They must become creative programmers to satisfy the emerging workforce—the maturing society and the large number of female jobholders.



Employee services and recreation should be accepted on an even wider scale in the future, predicts NESRA. Because in the future, companies across the globe will come to realize what so many successful organizations have already come to know: that employees are a company's most important asset.

Michael T. Murphy holds a bachelor's degree in Recreation and Leisure from the State University of New York/ Brockport.



### Who's Running Today's Employee Programs?

by Kimberly A. Thomas, editor

To paint a contemporary picture of the employee services and recreation manager, you need a variety of colors to capture the spectrum of persons responsible for today's employee programs.

Presently, you can find the degreed employee services and recreation director, supervising a paid staff and delivering fitness, sports, discount, preretirement, employee assistance, social programs and more in multi-million dollar facilities. You can also find the degreed employee services specialist, assisted by volunteers from the workforce, administering the clubs, lea-

gues, activities and events of the company's employee association. Or, you can find the personnel generalist—a "jack-of-all-trades" if you will—who runs, among other things, the company's employee programs. Finally, you can find the volunteer, an elected or appointed officer of the employee association who works full-time for the company and coordinates discount programs, intramural sports leagues, outside social events and more after business hours.

Their different titles and job descriptions are variations on a simple theme: that being, the very task of

running today's employee programs requires the manager to wear many hats. As the individuals bearing direct responsibility for the programs, they wear the top hat of manager. As companies increasingly look toward hiring degreed professionals to run their employee programs, more managers will wear the hat of college graduate. Today's employee services managers also wear the hat of risk manager, as they are responsible for administering safe employee programs, some even manage the company safety programs.

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#### WHO'S RUNNING TODAY'S EMPLOYEE PROGRAMS?

Of course, there are many other hats employee services managers may wear or roles they may assume. Among the most popular employee programs they manage today, as revealed by the 1982 NESRA Data Inventory, are: physical programs such as bowling, softball, golf, basketball, volleyball and fitness; social programs including Christmas parties, company picnics, awards banquets and retiree activities; service programs such as employee discounts, travel, employee assistance, blood drives and educational seminars; and cultural programs including crafts/ceramics, photography, and drama/thea-

The NESRA Data Inventory also revealed that 57.4 percent of employee services managers hold college degrees. Fifty-nine percent of the toplevel managers earn more than \$20,000 annually; half of those drawing salaries exceeding \$30,000. Thirty-two percent of these managers work in companies with 1.001 to 5.000 employees; 31.3 percent in companies with one to 500 employees; 13.6 percent in companies with 501 to 1,000 employees; 12.7 percent in companies with more than 10,000 employees; and 10.4 percent in companies with 5,001 to 10,000 employees.

In addition, the survey found that more dollars than ever before are being allocated to employee services and recreation programs. Of those responding, 30.5 percent have employee services and recreation budgets in excess of \$100,000 per year, another 30.1 percent have budgets exceeding \$50,000.

#### THE STAFF MANAGER

The "Me Generation" would be quite lost in Racine, Wisconsin where Dick Wilsman heads a team of recreation professionals and nearly 100 volunteers who plan and program for a family of 4,000.

The family is Johnson Wax—the company, the employees, their families and retirees; the plans and programs range from company picnics, bowling tournaments and Christmas parties to fitness programs, pre-retirement planning workshops and week-

long vacations at the company-owned resort. The result is a company that works.

"The key to success at Johnson Wax is employee involvement," said Wilsman, director of recreation. "They are the ambassadors that sell your company and your recreation program."

Employee services and recreation is not a novel idea at Johnson Wax. As early as 1889, men's and women's teams were formed to compete in basketball, baseball, softball and golf.

More than 57 percent of employee services managers hold college degrees. Fifty-nine percent of the top-level managers earn more than \$20,000 annually.

Sports and inter-company competition remained the focus of Johnson's program through the 1960's. Seventeen years ago, when Wilsman left public and commercial recreation for corporate recreation, he developed a long range plan that included a well-rounded program addressing the diversified interests of the workforce.

"We have an obligation to our employees to provide something for everyone," Wilsman emphasized. "If an activity or program begins losing interest, we're not afraid to let it go."

Turnover, on the recreation committees of the employee association and in the recreation staff's responsibilities, is the tool that allows the Johnson Wax recreation program to keep pace with the changing interests, needs, and demographics of the workforce. Recreation interns also bring the staff the new ideas Wilsman calls crucial to his program's success.

Post-event recreation committee evaluations, along with questionnaires completed by employees, provide ongoing feedback for the recreation program. The "Just Ask" program, Johnson's employee suggestion system, has resulted in company and recreation program changes, including changes in sports league rules, picnic menus and

equipment available at the resort.

Wilsman's insistence on improvement is further evidence by his educational experience (he holds a bachelor's degree in physical education and recreation and a master's in recreation administration) his professional experience (as a past board member of NESRA), and his own involvement in recreation activities.

"I participate in our golf, tennis and bowling leagues," he said, "and I attend most of our special events like the company picnic, Las Vegas Night and family pot luck dinner. It's important for me to gain the perspective of participant."

Highlighting the list of Johnson Wax recreation opportunities is the company-owned resort. For \$80 per week, Johnson Wax families have their choice of one of 17 fully-equipped rental cottages in Northern Wisconsin. In the summer, water ski instruction, nature hikes, social nights, canoeing, sailing, arts and crafts programs and in the winter, activities such as cross-country skiing and swimming explain the three-year waiting list.

Armstrong Park and the Johnson Mutual Benefit Association (the employee association) recreation facility are the hub of recreation activity at Johnson Wax. The 175-acre park features a 28-station archery field, threemile running and nature trail, picnic areas, driving range, softball diamond, 18-hole miniature golf course, and four tennis courts. Recreation clubs, such as the International Club which helps transferred employees from Johnson Wax sites in other parts of the world make the cultural adjustment, as well as company departments, hold meetings in the recreation center, that includes a gymnasium, racquetball and squash courts and four meeting rooms.

"Such an extensive program gives all employees an opportunity to develop leadership skills," noted Wilsman. "Of course, the recreation program is also an effective recruitment device. When all other things are equal, the benefit of a corporate recreation program just may draw the top-notch employee to Johnson Wax."

#### THE SOLE SPECIALIST

As employee recreation specialist for the Solar Employees Recreation Association in San Diego, Jill Tippin specializes in providing Solar employees with the means to unwind and have fun.

"People today are overworked," she said, "and they forget to take the time to rejuvenate. I give them creative outlets where they can actively renew themselves."

Solar employees can rejuvenate through a variety of clubs recognizing interests such as basketball, bicycling, bowling, camera, camping, chapel, choir, golf, softball and skiing-all managed by Tippin and a team of volunteer employee commissioners representing each club.. Tippin also gains volunteer support in running the company store, the discount ticket program, the company picnic, retiree parties, pre-retirement planning seminars and the travel program. Responsibilities such as long range planning, budgeting and overall administration are handled solely by Tippin.

"Finding volunteers is always a challenge," noted Tippin. "Training them is also crucial. You can't fire volunteers, so the challenge is to place them in appropriate positions where they can maximize their talents."

Tippin has already mastered one of the most critical duties of an employee services manager: knowing the workforce. And they know her equally well. They know her so well in fact, letters get delivered to Tippin at Solar addressed simply, "Jill."

Before joining Solar, Tippin earned a bachelor's degree in sociology, served a Naval lab as an assistant recreation director and worked for the San Diego Park and Recreation Association as a senior recreation leader.

"I love recreation," she said. "When I'm not working, I spend a lot of time outdoors swimming, hiking or gardening."

When Tippin isn't working for Solar or spending time outdoors, she works for NESRA. She brings to her current position as NESRA's 1984 national

secretary experience as a regional director and president of NESRA's San Diego chapter.

"Affiliation with a professional association has helped me familiarize myself with business procedures, improve my public speaking skills and establish contacts within my field and within the community."

Such skills are important for Tippin who reports to the Vice President of Personnel and regularly makes presentations to management on the company's \$100,000 employee recreation program.

"With the current emphasis on fitness and the public support for humanizing the workplace," she explained, "employee services and recreation is becoming the thing to do. It's no longer just fun and games. Employee services have definitely come into their own. Although it's difficult to justify expansion in a slow economy, management will support you if you show them that developments won't cost the company too much and yet leave a positive impact on the employees."

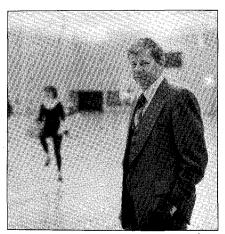
### THE PERSONNEL GENERALIST

In an era of growing specialization, Bill Lohmar of Kaiser Foundation Health Plan of Colorado in Denver is almost an endangered species.

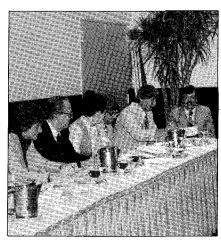
Lohmar is a generalist, and as Kaiser's personnel director is responsible for safety and worker's compensation, general personnel administration, the recreation program, the Corporate Games effort and employee activities and events. Needless to say, he is quite a recognizable figure at Kaiser.

"Few people in the company know as many people by name and sight as I do," said Lohmar. "And because our company is growing so rapidly, it's a great advantage to me and a sign to our people that we care who they are."

Lohmar manages the employee discount program, the intramural sports leagues, social activities and Kaiser's team for the Denver Corporate Games with the assistance of 15 volunteers from



To Dick Wilsman, planning programs and activities for the Johnson Wax family is what makes the company work.



Involvement in a professional association such as NESRA, enables Jill Tippin (far left) of Solar to improve her business sense.

#### WHO'S RUNNING TODAY'S EMPLOYEE PROGRAMS?

the Kaiser workforce who help him coordinate the program and raise funds for activities through various companywide sales. He also anticipates hiring a recreation intern this year to help him with the administrative details behind the recreation program. In the area of personnel, Lohmar supervises a staff of three.

Lohmar joined Kaiser two and a half years ago and at that time, established an informal recreation program. His 20-year involvement with the United States Air Force, more recently as coordinator of the treatment program for those with alcohol and drug-related problems, alerted him to the pressures of work and the need for organized release.

An avid runner, weightlifter and sportsman, Lohmar practices what he preaches. He also brings to Kaiser a bachelor's degree in behavioral science and a master's in communication.

"If personnel is anything," he noted, "it's communication."

This personnel generalist and president-elect of NESRA's Denver chapter has formulated his own philosophy of employee services and recreation.

"When given the opportunity to participate in activities in the name of the company, employees are willing to do so," he concluded. "I think employee services and recreation fosters a spirit, a camaraderie, that probably isn't attainable in the same fashion from other sources. This may not be measurable evidence, but a happy employee is a healthy employee and a healthy employee most probably works better."

#### THE VOLUNTEER

If Harriet Kane of the Zayre Corporation in Farmingham, Massachusetts had her choice, she'd opt for a 40-hour day.

"I could better manage my time," she quipped, "if I only had more of it."

Kane works 40 hours a week in Zayre's merchandising department, sits on the executive committee of the employee-run Zayre Activities Corporation, serves as president of the Massachusetts Association for Recreation and Employee Services (a NESRA

chapter), is a mother of three, does volunteer work for a children's hospital, Muscular Dystrophy and Heart Associations, and teaches swimming.

"I'm a full-time professional volunteer," she reasonably concluded.

Company support and participation fees fund such Zayre employee programs as the softball, volleyball and bowling leagues, golf outings, bridge tournaments, sports awards banquets, discount and travel programs and company parties.

"I love sports and recreation and have been active all my life," said Kane. "So when the opportunity came to volunteer for the Zayre Activities Corporation, I jumped at the chance and haven't abandoned ship yet. In seven years, I've only missed one event and none of my co-workers will let me forget it."

Two other Zayre employees sit on the executive committee with Kane and work with a five-member executive board composed of volunteers.

"We all believe employee services and recreation is very important," Kane said. "And we constantly seek management support. If we can give the employees a chance to relax, socialize and communicate with their co-workers, they will be mentally and physically healthier and give more back to the company.

"We give workers something they can only get by virtue of their employment with the company," she added. "And our program is very good. My dream for the future is to put some frosting on the cake by hiring a full-time employee services manager so we can do more of what we're doing now and do it better."

What rewards are there for Harriet Kane, whose working hours extend far beyond the nine-to-five?

"In employee recreation, I'm able to do for someone else," she answered. "I can help them enjoy their free time and bring all employees together, regardless of their rank. I can help them establish a relationship with their company that goes beyond their working hours, a situation that makes our entire company work better."



An avid runner, Bill Lohmar of Kaiser practices what he preaches.



Harriet Kane coordinates and participates in Zayre's employee activities.

NESRA's new president, Phyllis Smith, practices what she preaches. What she preaches is teamwork, enthusiasm and two-way communication, exactly the three things she practices in her personal and professional life and exactly the three areas she plans to emphasize during her 1984 term as president of the National Employee Services and Recreation Association.

"Teamwork, two-way communication and enthusiasm breed success," said Smith. "The formula has never failed me."

Smith has been an active member of several teams since she first entered the field of employee services and recreation. For 24 years, Smith has served PS: Being a volunteer leader broadens your horizons, both personally and professionally. I've found that no matter how long you've been in a job or how long you've been in a particular profession, you'll always learn something from other people. By being in a local chapter or national organization, you can share experiences and expertise with other professionals and gain a two-way communication that broadens your personal and professional horizons.

ESM: How do you describe yourself as a leader? What kind of approach do you take in dealing with others?

PS: I've learned you can lead people, but you can't direct them. A lot of peo-

ESM: NESRA's Western Region VII has frequently been praised for its dramatic growth and enthusiasm in the association. What effect do you think this environment has had on you personally and as a NESRA leader? How do you think this will affect or has affected the other regions in the association?

PS: I was in on the ground floor of the region when it was first organized and I can't deny that it has helped me grow and helped my company grow. We are a tightly-knit group, we communicate effectively and take pride in what we do. We are a little progressive in the field, but I think that's because we enjoy year-round leisure living here.



# We've got to be a team.



### An interview with NESRA's new president, Phyllis Smith

the Hughes Fullerton Employee Association as executive recreation director. On the NESRA team, Smith was a Region VII secretary and director and secretary on the national board of directors. She is currently the executive director and founder of a NESRA chapter, Employee Services and Recreation Orange County (ESROC). Smith also joined the Altrusa International team and served as a district governor and international community services chairman.

ESM: What does being a volunteer leader offer you?

ple will argue with that, but my feeling is that if you are a chairman or president or just running a meeting, you are there to lead the rest of the group through the process of goal attainment. You're not there to be a one-person operation.

I am a great delegater. And I believe that people will do the job asked of them if you give them the proper tools and the proper training. To me, that is leadership: first of all, being knowledgeable of your product and goals, being able to direct operations, being an excellent listener and remembering that the majority rules.

While we are organized and doing a fine job, I feel we're still only one of ten regions in this national association and that's right where Region VII should be. Of course, we can be the strongest, the largest, probably the one that's the most closely organized, but unless we become a part of the whole NESRA team and remain with that team, we cannot learn from the members of NESRA's nine other regions.

What works in Region VII, though, will not work in all regions. We all have different types of companies, different types of people, different styles

(continued on following page)

#### INTERVIEW INTERVIEW INTERVIEW

of living, and different communities. What would work internally for Region VII would not necessarily work internally for Region I, III or V.

### ESM: What can other regions do to enhance their growth?

PS: They must sit down and make some long range goals: Where do they fit in the NESRA organization? What do chapter members need? How can all members be best served? This initial planning is essential for any kind of growth.

### ESM: What challenges face you and NESRA in 1984?

PS: The number one priority for NESRA is the growth of the organization. This can come about by increasing our visibility within the association community and by enrolling people in related fields, like human resources, management and retirement planning, into NESRA. The main challenge, then, is to gain visibility so we can grow in membership.

### ESM: Specifically, how can NESRA meet these challenges?

PS: I think that we need to involve the total membership—not only the associate members giving us referrals—but all members, from the local chapters up to the region through national, so that every member knows they're part of a national organization and can share their membership with other people they meet or work with in related fields.

For instance, my co-workers in the human resources department of Hughes Aircraft Company could benefit from NESRA membership by learning about the full circle of human resources and employee services. For myself and members to enroll others, however, national must provide the publicity and visibility tools to make the association known within companies and within communities.

### ESM: What other goals do you have as NESRA's new president?

PS: One of my main goals is to achieve two-way communication. I look to see a closer relationship with myself as president and the board of directors. To better communicate with them, I'd like to establish an orientation session for board members at their first board meeting. I also hope to see more activity in NESRA's executive committees and more involvement with NESRA's officers and headquarters.

What we need is a team effort, with the team made up of every NESRA member. If we can breed enthusiasm and teamwork, NESRA's going to go forward and have a lot of fun doing it.

#### ESM: What is a realistic membership goal for NESRA in the upcoming years?

PS: Realistically, if we were to implement a very dedicated publicity program, I would say that we could certainly increase our membership by 50% in five years.

ESM: Where do you see the greatest potential for NESRA's growth: in chapters? associate memberships? small companies? high-tech companies?

PS: I think most of the increase in membership will come from medium-size companies, many of which will be high-tech as that is the way this society is going. NESRA has already turned to the chapter concept and I think we can continue to successfully look to that for membership growth.

ESM: How will the fact that you are only the second woman in NESRA's 43-year history to be elected president affect your role at the helm of the association?

PS: It should not affect my position at all. The race, creed, color or sex of an individual should not make any kind of difference. Everyone should be judged as a whole person.

As far as I'm concerned, I've been in a man's business for many, many years and I've never received or expected or would take anything given to me simply because I was a female. I feel the same way now.

ESM: Since you first got involved in NESRA, what changes have you witnessed within the field of employee services and recreation and within the association?

PS: As reflected by the name change of NIRA (National Industrial Recreation Association) to NESRA (National Employee Services and Recreation Association), the field of employee services has evolved into much more than sports and travel programming. Professionals now are involved in employee assistance programs, ridesharing, day care, company stores and many other things.

In the last ten years, I have seen the association make great strides in achieving more visibility and becoming a leader in the fitness field.

ESM: How can NESRA best meet the needs of the diversified membership—the full-timers, multiple-hatters and volunteers?

PS: Information is the main service NESRA can deliver to its members. To be an effective resource and communication network, however, NESRA needs to have information at its fingertips, which will happen once the computer system is operational. I think NESRA can service members by offering instructional publications, "howto" guides, to assist them in their various responsibilities such as drafting employee association by-laws, organizing special interest clubs or planning a company picnic. Communication services is really where it is all going to come together.

ESM: In the past, you have been a strong proponent of communication via the proper organizational channels. Why do you feel this is so important?

PS: I believe if we're going to have a three-part organization (chapters, regions and national), it must abide by an organizational chart. If two-way communication is going on all the time through its proper channels, you can expect a better knowledge of the organization by all members, development of future leadership and genuine interest and enthusiasm in the entire association—all reflecting a team effort.

Regional directors cannot be bypassed. They should be involved with their members and serve them as a li-

#### INTERVIEW INTERVIEW INTERVIEW

aison to national. This assures consistency and communication. The regional director is an elected middleman; for him or her to be unaware of chapter problems or events isn't good business or effective work flow.

ESM: In recent years we have seen other publications and conferences enter the employee services and recreation market. What are your feelings about these so-called "competitors?"

PS: I only view them as competitors in that we both compete for similar advertising and exhibit booth dollars. There is no way to legally stop anyone from entering "our" field, and we shouldn't want to. Competition can be positive by pulling us up by the boot straps and urging us to upgrade our conferences and publications and improve our services.

ESM: All associations are faced with financial challenges. What areas of non-dues income do you think NESRA should investigate to gain financial growth?

PS: We must seriously explore a variety of fund-raising programs. Convention fees and membership dues alone cannot pay all the association's bills. The Olympic Gift Discount Program is one example of an active effort to raise funds for the association. Possibly the sale of more publications, a video rental program or education workshops across the country can produce revenue for NESRA. These kinds of things not only would be a great service to our members, but would increase our visibility as well.

### ESM: What do you think NESRA's greatest strengths are?

PS: Undoubtedly, our members. In them, I see a willingness to give of their time and expertise to see that someone else has the same opportunity to advance and learn about the field of employee services and recreation. Also, the people who have volunteered to run the association, along with our consultants and staff are making great strides in establishing NESRA as a professional association.

ESM: Do you think top management will increasingly support employee services and recreation programs in the future?

PS: I do. I think that management is more aware of the employee today than ever before. In this highly technical society, there are too many opportunities for workers to move around and management is aware of the importance of retaining happy and productive employees, which are largely a result of the benefits they receive.

### ESM: Can you explain your philosophy of employee services and recreation?

PS: I look at employee services and recreation as an employee benefit just like salaries, insurance and medical benefits. It is a benefit to the employee because, by virtue of their employment, they can become a part of the group getting something they could not get as a single person.

Benefits have become more important to employees. Now when they're hired, they want to know what their job is, what they're being paid and what their leisure-time benefits are.

ESM: How can employee services and recreation administrators best equip themselves for planning and programming for tomorrow's workforce?

PS: The first thing administrators need to do is find out exactly what tomorrow's workforce is going to be. You've got to analyze where the company is going, what kind of growth can be expected and what type of employees will make up the workforce.

To find out what kind of programs will succeed, I've found that talking with individual workers pays off handsomely.

Once you know your workforce, you've got to coordinate a balanced program appealing to the varied interests. And there is no better way to learn about the vast scope of programs than through interaction with other NESRA members. This two-way communication can open an infinite number of new doors.



"

If . . . communication's going on all the time . . . you can expect a better knowledge of the organization by all members, development of future leadership, and genuine interest and enthusiasm in the entire association—all reflecting a team effort.

"

#### **EVIDENCE**

#### Exercise Is Main Reason People Cross-Country Ski

In a study conducted by the National Ski Touring Operators' Association, skiers reported that the primary reason they cross country ski is to get physical exercise. The secondary reason is to experience the outdoors in winter, followed by viewing the scenery and enjoying the peace and tranquility associated with the sport.

Nearly half of the respondents also cited the fact that cross country skiing can be a family activity, which is relatively easy to do as reasons for participating. Almost one-third said that cross country replaced or supplemented their alpine skiing and less than 10 percent said the chance to enter competition was a factor.

The study was conducted during the first annual National Cross Country Ski Week held January 29 through February 6, 1983. Over 800 skiers in 17 states answered the brief questionnaire distributed by participating cross country ski areas.

Of those responding, approximately 50 percent were male and 50 percent female. They were nearly evenly divided when it came to experience. Twenty-six percent were skiing for their first time; 27 percent had been skiing one to two years. Twenty-four percent had been on cross country skis for three to five years and 19 percent had been cross country skiing six years or more.

A strong preference for tracked skiing was indicated by the skiers. Fifty-one percent said they usually ski at commercial ski touring centers or on public lands with tracked trails. Almost 29 percent said they prefer untracked land, but another 10 percent said they ski both tracked and untracked trails.

The idea that cross country is a social sport received further validation when skiers reported the number of people in their party. More than one-third were skiing with one other person. Twentynine percent were with two to four peo-

ple and twenty percent had five or more other people in their party. Only nine percent were skiing alone.

When asked if they were with family or friends, the split was almost 50-50. Respondents spanned the age cate-

gories including 13 or younger and 60 and over. However, most of the skiers participating in the study were between the ages of 23 and 30 (59.3%). Another 16 percent were between the ages of 40 and 49.



#### FITNESS/HEALTH BULLETIN

### A Survey of Corporate Fitness Programs by Christopher Breuleux, Ph.D.

Fitness programs are thriving in the corporate scene, according to a recent survey of members of the Association for Fitness in Business. Of the 175 responding corporate members, 164 offer some type of health and fitness program for their employees. Fifty percent of the companies surveyed developed their fitness programs in the past three years; only 30 percent operated their programs for more than five years.

Fitness directors run the programs in 100 companies, reports Christopher Breuleux, Ph.D., senior director of physical education at the Powel Crosley YMCA of Cincinnati and author of the survey.

The primary emphasis of the fitness programs surveyed is overall health or physical fitness (68 percent). Cardiovascular conditioning ranked second (23 percent).

Fitness programmers use several evaluation methods for their company programs. More than 78 percent of the respondents use program attendance as an evaluative tool, while in 69 percent of the programs, fitness assessments are used. Interviews and attitude surveys of participants measure program effectiveness in 39 percent of the companies surveyed, and company absenteeism is used by 20 percent of the programmers. Only 10 percent of those surveyed did not formally evaluate their corporate fitness programs.

Respondents overwhelmingly determined leadership to be the most important ingredient for program success.

In addition, a majority of those surveyed claimed improved employee health and morale as a result of the corporate fitness program. More than 30 percent of the fitness programs identified reduced absenteeism and employee burnout, increased productivity, recruitment and retention of employees as chief program benefits.



In-house facilities on company premises serve as the site for fitness programs in nearly 80 percent of the responding companies.

Health education programs are increasingly included in the overall employee fitness program, the survey found. Survey data revealed that 78 percent of the companies offer in-service education to their employees.

More than 50 percent of the responding companies offer the following programs to the workforce: diet/nutrition, CPR, smoking cessation, CHD risk factors, exercise prescriptions, stress management, relaxation, yoga, weight training, jogging/running, aerobic dance, recreational sports and competitive sports.

All company employees are eligible to participate in the programs of more than 77 percent of the companies surveyed. These companies have also established a formal policy allowing every member of the workforce to take advantage of the programs. In 17 percent of the companies corporate executives or management personnel are the only eligible participants in the fitness program.

The survey revealed that the average number of eligible participants in the program is 4,675 employees. However, the mean number of consistent participants was only 507. The majority of participants are, in fact, male (61 percent).

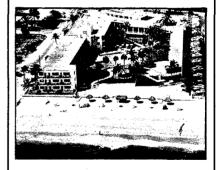
The average annual budget for the survey sample is \$177,041. Most of the companies invest between \$20,000 and \$50,000 in fitness equipment. Nearly 75 percent of all those surveyed invest more than \$100,000 in their total program. Most of the companies, 42 percent, require no fee for participation.

Finally, more than 60 percent of the companies responding to the survey offer internships for students through their association with institutions of higher learning.

Christopher Breuleux, Ph.D. is the senior director of physical education for the Powel Crosley YMCA of Cincinnati.

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#### **NEW PRODUCT AND SERVICE GUIDE**

### RENT-A-WRECK at Yesterday's Prices

"More and more businesses are turning to RENT-A-WRECK as a lower cost transportation alternative for their traveling personnel." according to Geoffrey M. Nathanson, president of RENT-A-WRECK'S parent company, Bundy American Corporation in Los Angeles.

And more and more travelers are renting "yesterday's cars at yesterday's prices" from RENT-A-WRECK.



"In this economy—or any economy," says Nathanson, everyone is looking for ways to save money, and using RENT-A-WRECK is one way to do so. At RENT-A-WRECK you can rent dependable used cars—2 to 6 years old—for up to 50% less than the prices you'd pay at Hertz or Avis."

Across the country, companies such as IBM, J. C. Penney, Rockwell International, Pillsbury Corp., Union Carbide, General Electric and countless others are using RENT-A-WRECK cars.

RENT-A-WRECK was founded in 1970 in Los Angeles, and the company has now grown to more than 250 franchised outlets throughout the United States, plus Australia.

In addition to cars, most RENT-A-WRECK outlets also have vans, pick-ups and station wagons. Vehicles can be rented by the day, week, month or longer. Daily rates range from \$12-16; weekly rates are from \$85-105.

RENT-A-WRECK is headquarted at Bundy American Corporation, 10889 Wilshire Blvd., Los Angeles, CA 90024; (213) 208-7712.

### Hammatt & Sons Debuts Catalog

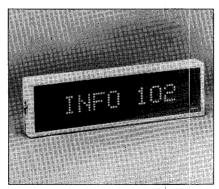
Hammatt & Sons, Inc., manufacturers and distributors of quality games, fitness and physical education equipment since 1947, announces their latest catalog, full of 750 items specifically designed to meet or exceed the heavyduty requirements of institutional use.

The broad range of equipment offered includes baseball and softball equipment, bingo supplies, bowling and pool tables, gym mats, a complete line of inflated balls and hundreds of other items for any recreation program.

Free copies of the latest 48 page catalog are available from: Hammatt & Sons, Inc., 1721 South 2nd Street, Mount Vernon, WA 98273.

#### L.E.D. Display Features Custom-Designed Message

La Belle Industries, Inc. announces a new series of products to increase business or improve communications: a complete line of affordable L.E.D. displays and message centers.

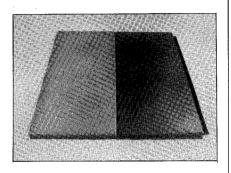


The L.E.D. line features various models and sizes designed to fit virtually any application and budget. La Belle L.E.D. units are customer programmable giving the flexibility to change prices, information or products in moments. Attractively styled in oak cabinets but designed to minimize space, L.E.D. programmable signs and message centers improve any promotion and save money on custom designed signs.

To help your employees get the message, La Belle Industries, Inc. at 800-558-9526, or write them at 510 S. Worthington St. Oconomowoc, WI 53066.

#### Durable, Safe Exercise Mats Now at Low Cost

A highly protective Ethafoam-filled folding mat for tumbling and floor exercises is available at budget price from U.S. Games, Inc., Melbourne, Florida

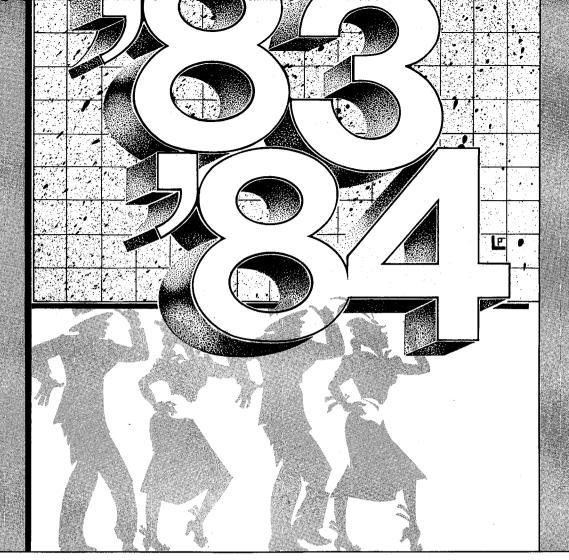


The Collegian Mat features a 11/4-inch shock-absorbent Dow Ethafoam, covered with wrap-around, leather-grained vinyl and tear-proof nylon. Equipped with Velcro fasteners, the mat is bacteria, fungus and fire resistant, and washes clean with soap and water.

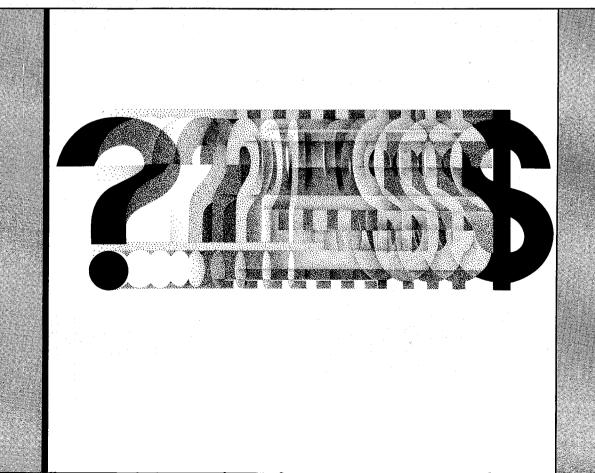
Constructed for rugged gymnastics and long life, the Collegian Mat is light in weight for easy handling and can be ordered in a choice of ten solid or combination colors. A two-year, unconditional guarantee is also offered.

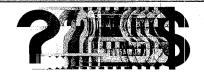
Folding panels in modular 2-ft. lengths are available in varying widths of four, five and six feet. Two or more units can be attached with built-in Velcro fasteners to extend the mat's length as needed.

Catalog-priced 20 percent below mats of comparable quality, the Collegian mat is described in literature from: U.S. Games, Inc., P.O. Box 360784, Melbourne, FL 32936-0874.



-1983—84 NESRA Buyer's Guide and Services Directory-





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Portable electric tools, household products, lawn and garden tools, plus all accessories for portable electric tools as well as lawn and garden products are available from Black & Decker. Wholesale pricing to apply.

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Contact: Keith Johnson

#### **COLORCRAFT CORPORATION**

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#### CONTROLLED EXPORTS

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#### CROWN DRUG COMPANY

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Toll Free: 800-621-4179

800-572-4371 (Illinois)

Contact: Ira Lasky

Crown Drug is a wholesaler of generic over-the-counter drugs, natural vitamins and generic pharmaceuticals.

#### DIPLOMAT CLOCK COMPANY

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Contact: Frank C. Hunt, Jr.

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### ENTERTAINMENT PUBLICATIONS,

1400 N. Woodward Avenue Birmingham, MI 48011 / (313) 642-8300 Contact: Wayne Weintraub

### FOX STANLEY PHOTO PRODUCTS, INC.

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Contact: Ronald Young

Grandma's Master Fruit Cake is definitely a gourmet's delight—loved by everyone, even the traditional fruit cake hater. NESRA employee discount available.

#### **GUARDIAN PHOTO**

43043 W. Nine Mile Road Northville, MI 48167 / (313) 349-6700 Contact: Greg Hitchin

Benefit Photofinishing allows employees to bring to work rolls of film for top quality processing at reasonable rates. Benefit Photofinishing is available nationally, and programs are specifically designed to meet individual requirements.

#### HALLMARK JEWELRY

400 S. Jefferson Street Chicago, IL 60607 / (312) 454-0010 Contact: Fred L. Fleischbein

### INDUSTRIAL JEWELRY PROMOTIONS

P.O. Box 3823 San Rafael, CA 94912 / (619) 459-6323 Contact: Jean Mazza

### JARTRAN TRUCK AND TRAILER RENTAL

9511 S. Dadeland Boulevard Miami, FL 33156 / (305) 662-4100 Contact: Julio Siberio

Jartran features the rental of modern and fuel-efficient trucks and utility trailers for the consumer mover. By joining the Jartran Plus Promoter Program, companies enable the employee-renter to receive a 10% discount coupon and can earn quarterly cash rebates based on Jartran rentals.

### KRAFT PACKAGING CORPORATION

246 Herbert Avenue Closter, NJ 07624 / (201) 768-0498 Contact: William P. Rochford



### MEDICAL IDENTIFICATION DATA CORPORATION

1119 Springfield Road Union, NJ 07040 / (201) 687-6860 Contact: Kenneth Farley

A unique form of medical identification, the plastic medical i.d. card is credit-card size and tax deductible. The card eliminates phone calls for information. Nationally advertised at \$20, the NESRA member price is \$10. Volume rates on request.

#### MERCHANDISE FOR MEDIA, INC.

1 East Wacker Drive, Suite 3320 Chicago, IL 60601 / (312) 467-9100 Contact: Arthur B. Hahn

#### MINI-PONG, INC.

271 Airport Road Oceanside, CA 92054 / (619) 433-5471 Contact: Bob Zigler

#### THE NESTLÉ COMPANY, INC.

100 Bloomingdale RoadWhite Plains, NY 10605 / (800) 431-1248

In New York state, call collect: (914) 697-2585

Contact: Michael J. Sudano

World famous Nestlé confectionary items and Wispride cheese with smoked hickory sausage are offered to customers for fundraising and/or employee discount programs. Nestlé stresses quality products and customer service.

#### NEW ENGLAND ART PUBLISHERS

10 Railroad Street

North Abington, MA 02351 / (617) 878-5152

Contact: Jim Harkins

Beautiful deluxe Christmas cards of the highest quality and design. "Designed for particular people," New England cards have been serving recreation and employee services associations for more than 35 years. Special programs are available for NESRA members.

#### PANDAAMERICA NUMISMATICS

9665 Wilshire Boulevard, Suite 600 Beverly Hills, CA 90212 Toll free: 800-231-1984

800-232-1984 (California)

Contact: Michael B. Steinborn

The official distributor of United States Olympic Commemorative Silver and Gold Coins, PandaAmerica Numismatics will pay commissions to NESRA for all sales generated through NESRA members. Discounts, ad slicks, order form brochures are also available to NESRA members.

#### RAYOVAC

101 E. Washington Avenue Madison, WI 53703 / (608) 252-7527 Contact: Donald E. Lipske

#### SEE'S CANDIES

3423 S. La Cienega Boulevard Los Angeles, CA 90016 / (213) 837-9141 Contact: Rosemary Robinson

See's chocolates group buying plan provides the finest quality chocolates and gift certificates at quantity discount prices. Companies can offer See's candies as a valuable savings to employees or as a fundraiser during the holidays (Thanksgiving, Christmas, Valentine's Day, Easter, Mother's Day and throughout the year).

#### SWERSEY'S CHOCOLATES, INC.

54-01 Grand Avenue Maspeth, NY 11378 / (212) 497-8800 Contact: John Swersey

Swersey's Chocolates provides the finest quality chocolates and novelties at special NESRA wholesale prices. The program means employee associations can deliver valuable savings to employees or raise funds during the holidays (Halloween, Thanksgiving, Christmas, Valentine's Day, Easter and Mother's Day).

#### UNITED PHOTO SERVICE, INC.

Employee Photo Service, USA 180 Furler Street, P.O. Box 30 Totowa, NJ 07511 / (201) 890-0011 Contact: Tom Kearns

#### R. E. WOODSON, INC.

3520 Dewey Avenue Rochester, NY 14616 / (716) 865-0554 Contact: Robert E. Woodson

### FAMILY ENTERTAINMENT CENTERS

#### CANADA'S WONDERLAND

P.O. Box 624

Maple, Ontario, Canada LOJ 1EO / (416) 832-8181

Contact: Ann B. Sargent

A theme park located 30 miles west of downtown Toronto, Canada's Wonderland is only 20 minutes from Toronto Airport. Thirty thrilling rides, live shows and exciting games were part of the park in 1983;

in 1984, the Smurfs and a white water rafting adventure will attract visitors. Open May to September; discount programs available.

### CHUCK E. CHEESE'S PIZZA TIME THEATRE, INC.

703 A South Industrial Euless, TX 76039 / (817) 540-2666 Contact: W. H. Keith Glenn

#### CIRCUS WORLD

P.O. Box 800 Orlando, FL 32802 / (305) 422-0643 Contact: Jan Lee

#### DARIEN LAKE

P.O. Box 91

Darien Center, NY 14040 / (716) 599-4501

Contact: Vic Nolting

NESRA members are invited to experience America's newest theme park, Darien Lake. Visitors can enjoy more than 50 major rides and attractions, including the Rainbow Mountain Waterslide Complex and incredible Viper Rollercoaster. All new live shows from broadway to bluegrass and much more add to the excitement at Darien Lake.

#### FLORIDA'S SILVER SPRINGS/ FLORIDA'S WEEKI WACHEE

P.O. Box 370

Silver Springs, FL 32688 / (904) 236-2121

Contact: Margaret Spontak

Nature-oriented theme parks owned and operated by the American Broadcasting Company, Weeki Wachee is the city of live mermaids and Silver Springs the home of the glass bottom boat.

#### KINGS ISLAND

P.O. Box 400

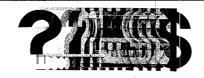
Kings Island, OH 45034 / (513) 241-5600

Contact: Jerry W. Greager

A 1,600-acre family entertainment center, Kings Island is a six-themed area amusement park, complete with a Jack Nicklaus 36 -hole golf and tennis sports center, the College Football Hall of Fame, two full-service motels, campgrounds and the Factory Outlet Mall. NESRA discounts available.

#### MADISON SQUARE GARDEN

4 Pennsylvania Plaza New York, NY 10001 / (212) 563-8080 Contact: Patrice Fearon



#### **MARINELAND & GAME FARM**

(361456 Ontario Limited)

7657 Portage Road

Niagara Falls, Ontario, Canada L2E 6X8 / (416) 356-8250

Contact: April Brunet-Chow

#### MARRIOTT'S GREAT AMERICA

P.O. Box 1776

Gurnee, IL 60031 / (312) 244-8100

Contact: Patrick Granitz

Marriott's offers substantial savings on admission tickets to Marriott's Great America Theme Park—one of the Midwest's greatest entertainment values, featuring 130 rides, shows and attractions on 200 beautifully landscaped acres. Located off I-94 between Milwaukee and Chicago in Gurnee, Illinois

#### POPLAR CREEK MUSIC THEATER

P.O. Box 95670

Hoffman Estates, IL 60195 / (312) 426-1222

Contact: Lou Raizin

#### RADIO CITY MUSIC HALL

1260 Avenue of Americas Rockefeller Center New York, NY 10020 / (212) 541-9436 Contact: Bruni Allen

#### SEA WORLD OF FLORIDA, INC.

7007 Sea World Drive

Orlando, FL 32821 / (305) 855-7773

Toll Free: 800-327-2420

800-432-1178 (Florida)

Contact: Chuck Coates

Sea World in Orlando is the world's largest marine life park and features a day of family fun. All NESRA members receive a 15% discount on Sea World admission and a 10% discount on Sea World's Florida Festival food and merchandise with the Dolphin Club card.

#### SESAME PLACE

P.O. Box 579

Langhorne, PA 19047 / (215) 752-7070

Contact: Lois Penn

#### **SHEAR MADNESS**

21 Marion Avenue Albany, NY 12203 / (617) 426-5225 Contact: Marilyn Abrams

#### UNIVERSAL STUDIOS TOUR

P.O. Box 8620

Universal City, CA 91608 / (213) 508-

3791

Contact: Rose Cone

Experience the magic of Hollywood with a Universal Studios Tour. Four hundred and twenty acres of busy backlot and four live shows in the Entertainment Center are all at Universal Studios at a 10% discount with the Universal Studios Fan Club card.

#### WALT DISNEY'S MAGIC KINGDOM CLUB

P.O. Box 4489

Anaheim, CA 92803 / (714) 999-4169

Contact: Bob Baldwin

Walt Disney's Magic Kingdom Club offers a variety of leisure benefits and programs to employees of more than 21,000 participating organizations throughout the United States, Canada, Mexico and the Orient.

#### WET 'N WILD, INC.

6200 International Drive Orlando, FL 32809 / (305) 351-1801 Contact: Janet Wilk

The Sun'n Surf Club offers substantial discounts on admissions to both the Orlando and Arlington, Texas Wet'n Wild parks plus a variety of retail establishments. In addition, Wet'n Wild in Arlington offers a special NESRA consignment program on admission tickets to member organizations.

### WISCONSIN DELLS VACATION CLUB

P.O. Box 65

Wisconsin Dells, WI 53965 / (608) 255-3031

Contact: Thomas Diehl

#### FITNESS EQUIPMENT/ SERVICES

#### THE ATHLETIC INSTITUTE

200 Castlewood Drive

North Palm Beach, FL 33408 / (305) 842-3600

Contact: Dustin Cole

The world's largest producer and distributor of athletic, recreation and fitness films and books, the Athletic Institute offers more than 200 films and 250 books from 70 publishers.

#### HEALTH MATE, INC.

737 West Chester Pike

Havertown, PA 19083 / (215) 798-3355

Toll Free: 800-525-4444

Contact: Sid Schechter

Health Mate provides support materials for the implementation of employee fitness programs in any size company.

#### HYDRA-FITNESS INDUSTRIES,

INC.

P.O. Box 599

Belton, TX 76513 / (817) 939-1831

Toll Free: 800-433-3111

800-792-3013 (Texas)

Contact: Jack Mendel

Hydra-Fitness enables fitness directors to reduce the number of machines required for total conditioning, reduce the financial investment, reduce space requirements, and reduce time spent in the training room—by one half or more. The only thing Hydra-Fitness increases is results.

### MAC LEVY PRODUCTS CORPORATION

4323 91st Place

Elmhurst, NY 11373 / (212) 592-6550

Contact: E. M. Mouber

#### MARCY FITNESS PRODUCTS

2801 W. Mission Road

Alhambra, CA 91803 / (213) 570-1222

Toll Free: 800-423-3120 (outside

California only)
Contact: Parker Mahnke

Marcy Fitness Products features state-ofthe-art physical conditioning single and multi-station weight machines. Complete consultation, design and layout service available.

#### POLARIS By IRON COMPANY

5334 Banks Street

San Diego, CA 92110 / (619) 297-4349

Contact: Phil Scotti

Polaris manufactures a complete system of variable resistance machines, benches, pulleys and free weights. Polaris believes in producing the most advanced conditioning equipment in the simplest form. Space and budget planning, layouts, and training assistance are free services offered to NESRA members.

#### TROTTER-TREADMILLS, INC.

New Englander Industrial

Route 126

P.O. Box 326

Holliston, MA 01746 / (617) 429-5821

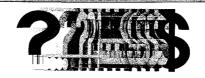
Contact: Peter Haines

#### **PROFESSIONAL SERVICES**

### AMERICAN HEALTH CONSULTANTS

67 Peachtree Park Drive, NE Atlanta, GA 30309 / (404) 351-4523

Contact: Patricia Thomas



### BENEFICIAL INCOME TAX SERVICE

9600 S. Cicero Avenue Oak Lawn, IL 60453 / (312) 636-5551 Contact: Gerald J. Alessi

#### LAKEWOOD PUBLICATIONS, INC.

731 Hennepin Minneapolis, MN 55403 / (612) 333-0471

Contact: Mary Goddard

#### LIFE-DESIGN ASSOCIATES

490 Stillwater Road Greene, NY 13778 / (607) 648-3933 Contact: Stanley I. Hayes

### NATIONAL ASSOCIATION OF MATURE PEOPLE (NAMP)

2212 NW 50th Street P.O. Box 26792 Oklahoma City, OK 73126 / (405) 848-1832

Contact: Richard Shephard

NAMP offers discount programs for hotels, auto rentals and purchasing, group travel, prescription drugs, travelers' checks, group insurance, motor club, tax service, brokerage service, plus a wide variety of educational programs including BEST YEARS magazine, a monthly newsletter and more.

#### **SMOKENDERS**

800 Roosevelt Road P.O. Box 3146 Glen Ellyn, IL 60137 / (312) 790-3328 Contact: E. Phelps Nichols

#### **PROGRAM SUPPLIES**

### AMERICAN PLAYGROUND DEVICE COMPANY

P.O. Drawer 2599 Anderson, IN 46011 / (317) 642-0288 Contact: Philip Miller

Since 1911, American Playground has handled the world's finest park, picnic, playground and pool and beach equipment, including heavy-duty bicycle racks, basketball, softball and baseball backstops, regulation tennis and sport nets, flag poles and patented picnic grills.

#### AWARDS BY KAYDAN

909 Main Street Antioch, IL 60002 / (312) 395-2900 Contact: Daniel Dreyer

CREATIVE CASTERS, INC.

4301 N. Milwaukee Avenue Chicago, IL 60641 / (312) 823-1680 Contact: Dave Kane

#### FUN SERVICES, INC.

221 E. Cullerton Street Chicago, IL 60616 / (312) 225-8187 Contact: Brian E. Russell

#### HALLMARK GROUP

3871 Valley View #13 Las Vegas, NV 89103 / (702) 362-7600 Contact: C. D. Graham

#### PENN EMBLEM COMPANY

63 E. Adams Street Chicago, IL 60603 / (312) 427-7361 Contact: Adolph J. Callner

### THE NORTH AMERICAN MARKETING CORPORATION

1260 Silas Deane Highway Wethersfield, CT 06109 / (203) 563-3776 Contact: James Tillona

As toy wholesalers, North American specializes in serving company-sponsored children's Christmas parties.

### PRECISION DYNAMICS CORPORATION

3031 Thornton Avenue Burbank, CA 91504 / (213) 845-7606 Contact: Ellen Davenport

Precision Dynamics offers Visa® band access and crowd control arm bands.

#### **CLYDE A. SHORT COMPANY**

P.O. Drawer 310 Shelby, NC 28150 / (704) 482-9591 Contact: Director of Sales and Management

### SIMPLICITY PATTERN COMPANY, INC.

200 Madison Avenue New York, NY 10016 / (212) 576-0500 Contact: Karen Divney

#### SMITH ENTERPRISES, INC.

Industrial Park
P.O. Box 12006
Rock Hill, SC 29730 / (803) 366-7101
Contact: Jake D. Smith

#### TROPHYLAND U.S.A., INC.

7001 W. 20th Avenue P.O. Box 4606 Hialeah, FL 33014 / (305) 823-4803 Contact: Paul Fields

### RECREATIONAL FACILITIES/SERVICES

### BRUNSWICK RECREATION CENTERS

One Brunswick Plaza Skokie, IL 60077 / (312) 470-4700 Contact: Herb Haase

#### FAIR LANES, INC.

1112 N. Rolling Road Baltimore, MD 21228 / (301) 788-6300 Contact: Rich Florence

#### HASTINGS & CHIVETTA ARCHITECTS, PLANNERS

231 S. Bemiston Clayton, MO 63105 / (314) 863-5717 Contact: James Flynn

Hastings & Chivetta specializes in the planning and design of corporate recreation facilities. Services provided include feasibility studies, programming, site analysis and full architectural services. Service area includes the United States, east of the Rocky Mountains, and Canada.

#### MUSCO LIGHTING, INC.

2107 Stewart Road
P.O. Box 14
Muscatine, IA 52761
Toll Free: 800-553-9680
800-292-1205 (Iowa)

Contact: Jeanie Bieri

Lighting recreational and athletic fields, Musco offers complete turnkey services from field design through installation and financing.

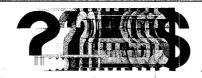
#### **NAMRON II**

1717 "W" Street, E6 Vancouver, WA 98661 / (206) 695-7378 Contact: Robert W. Norman

### DANIEL F. TULLY ASSOCIATES, INC.

99 Essex Street Melrose, MA 02176 / (617) 665-0099 Contact: Daniel Tully

Tully Associates are specialists in recreational facilities including underground and rooftop sports designs. Architectural engineering services include program development, master planning, energy audits, renovations and construction management. Creative energy-efficient environmental systems enable savings of one-third to one-half of conventional systems.



### SPORTING GOODS/INFORMATION

### AMATEUR SOFTBALL ASSOCIATION OF AMERICA

2801 N.E. 50th

Oklahoma City, OK 73111 / (405) 424-5266

Contact: Don E. Porter

#### AMERICAN BOWLING CONGRESS

5301 S. 76th Street Greendale, WI 53129 / (414) 421-6400 Contact: Jack Mordini

### BLUMENFELD SPORT NET COMPANY

P.O. Box 298

LaPorte, IN 46350 / (219) 362-9010

Contact: Bruce Wilkinson

#### CHAMPION PRODUCTS, INC.

3141 Monroe Avenue Rochester, NY 14618 / (716) 385-3200 Contact: Ron Guarino

#### FIRST SERVICE SPORTS SUPPLY

91 Larkspur Street

San Rafael, CA 94901 / (619) 457-6582 Contact: Melvin L. Goldblatt

#### FLAGHOUSE, INC.

18 W. 18th Street

New York, NY 10011 / (212) 989-9700 Toll Free: 800-221-5185 (for orders only)

Ton 11cc. 600-221-5165 (for order

Contact: Tamara Levi

Everything needed for a recreation program is featured in Flaghouse's total fitness and sports catalog. Equipment for aerobics, archery, badminton, basketball, corfball, racquet sports, soccer, softball, baseball, outdoor recreation and camping is available.

#### JAYFRO COPORATION

P.O. Box 400

Waterford, CT 06385 / (203) 447-3001

Contact: Evelyn Kroll

Prime manufacturers of quality athletic, physical and special education, recreation and exercise equipment for schools, homes and offices, Jayfro extends institutional pricing that reflects a 15% discount off the retail price.

#### NATIONAL GOLF FOUNDATION

200 Castlewood Drive

North Palm Beach, FL 33408 / (305)

844-2500

Contact: Sheridan Much

The National Golf Foundation provides golf services to promote the game: player/teacher publications and films, instructional clinics and workshops, facility planning and operation guidelines, consultation services, workshops and forums. The research center for statistics on status and the growth of the game can also aid golfing league and tournament coordinators.

### NATIONAL RIFLE ASSOCIATION OF AMERICA

1600 Rhode Island Avenue, N.W. Washington, D.C. 20036 / (202) 828-6000

Contact: John Grubar

The National Rifle Association provides information on recreational and competitive marksmanship, firearms safety and membership activities.

### NATIONAL SHOOTING SPORTS FOUNDATION, INC.

1075 Post Road Riverside, CT 06878 / (203) 637-3618 Contact: A. H. Rohlfing

### RAYDON SALES, DIVISION OF SKELTON SPORTS, INC.

65 W. Park Road Dayton, OH 45459 / (513) 433-0505 Contact: Donald R. Skelton

#### U.S. GAMES, INC.

1511 N. Harbor City Boulevard P.O. Box 360874

Melbourne, FL 32936-0874

Toll Free: 800-327-0484

800-432-0494 (Florida)

Contact: Ted Warren

Catalogers of 3,500 sports and recreation products for institutional use, most U.S. Games' prices are 30% off normal list prices. Toll-free phone service is available for catalog orders.

### WITTEK GOLF SUPPLY COMPANY, INC.

3650 Avondale Avenue Chicago, IL 60618 / (312) 463-2636 Contact: Ronald Dudsik

Wittek Golf Supply features a complete line of golf equipment and accessories, including tees, balls, clubs, bags, carts, gloves, practice mats and nets, golf teaching aids and more. This one-stop source for prizes and awards at company golf outings is available at wholesale prices to NESRA members. Send for a free 94-page catalog.

#### **SPORTSWEAR**

### ARTEX MANUFACTURING COMPANY, INC.

7600 Wedd

Overland Park, KS 66204 / (913) 631-4040

Contact: John R. Lee

Artex uses embroidery, screen printing and flocking application processes to custom imprint corporate logos, themes and sayings on t-shirts, football jerseys, baseball shirts, jackets, sweats, caps and knit sport shirts.

#### BATTAGLIA, INC.

915 Apparel Center Chicago, IL 60654 / (312) 527-2770 Contact: Vincenzo Battaglia

#### CUSTOM SPORTSWEAR, INC.

116 Colgate Avenue Sommerdale, NJ 08083 / (609) 435-1582 Contact: John R. Hammond

### KING LOUIE INTERNATIONAL, INC.

13500 15th Street

Grandview, MO 64030 / (816) 765-5212

King Louie features bowling apparel, imprintable jackets, shirts, sweaters and caps.

#### WEARHOUSE, INC.

10722 Hanna Street Beltsville, MD 20705 / (301) 937-4843 Contact: Sam Waterworth

Wearhouse features custom imprintable sportswear, top-quality t-shirts, staff shirts, jackets, hats and more—all available at factory-direct pricing.

# TRAVEL ACCOMMODATIONS: HOTELS/RESORTS/CRUISELINES

### ALSONETT HOTELS/ BEACH CLUB HOTEL

P.O. Box 4916

Ft. Lauderdale, FL 33338 / (305) 564-

Contact: Jack Lindeman

#### CASTAWAYS BEACH CLUB

16375 Collins Avenue

Miami Beach, FL 33160 / (305) 945-3461

) TO I

Contact: Richard Graves



#### CATALINA CRUISES

P.O. Box 1948

San Pedro, CA 90733 / (213) 547-1162

Contact: Beverly Rader

### CAESARS BOARDWALK REGENCY HOTEL/CASINO

Arkansas & the Boardwalk Atlantic City, NJ 08401 / (609) 340-5220 Contact: Nan Antolini

Caesars Boardwalk Regency Hotel/Casino is located in the heart of Atlantic City on the Boardwalk and features 500 deluxe rooms, a shopping promenade and casino. Group discount rates and special leisure travel package rates are available.

#### DAYS INNS OF AMERICA, INC.

2751 Buford Highway, N.E. Atlanta, GA 30324 / (404) 325-4000 Contact: Thomas R. Bogart

Featuring moderately priced lodging at 325 locations nationwide, Days Inns is committed to providing comfortable, clean, high quality accommodations at prices traveling families can afford.

### GRAND TRAVERSE RESORT AND CONFERENCE CENTER

P.O. Box 404

Grand Traverse Village, MI 49610 / (616) 938-2100

Toll Free: 800-253-7350

800-632-5565 (Michigan)

Contact: Karen L. Young

Among the Midwest's finest resorts with complete meeting facilities, Grand Traverse Resort features a championship 18-hole golf course, tennis, racquetball, indoor and outdoor pools, weight room, cross country ski trails, four lounges, four dining areas, and condominium and hotel lodging.

### GRENELEFE GOLF AND TENNIS RESORT

3200 State Road, #546 Grenelefe, FL 33844 / (813) 422-7511 Contact: Nene Peters

### HACIENDA RESORT HOTEL AND CASINO

3950 Las Vegas Boulevard South Las Vegas, NV 89114 / (702) 739-8911 Contact: Clem Bernier

The Hacienda Resort includes 840 rooms and RV campgrounds, two swimming pools, six lighted tennis courts, casino, shopping arcade, three restaurants, a fabulous fire and ice show, the Redd Foxx show, a lounge

bar and show and a 22,500 square foot convention area.

#### HARRAH'S

1725 Atlantic Brigantine Blvd. Atlantic City, NJ 08401 / (609) 441-5000 Contact: Ted Bergman

#### HILTON INNS—ORLANDO/ KISSIMMEE

7400 International Drive Orlando, FL 32809 / (305) 351-9034 Contact: Paul D. "Pete" Edwards

### HILTON INTERNATIONAL/NEW YORK

Three World Trade Center 2nd Floor New York, NY 10048 / (212) 938-9100 Contact: John J Reinacher

#### INDIANHEAD MOUNTAIN RESORT

Indianhead Road

Wakefield, MI 49968 / (906) 229-5181 Direct Reservations: (906) 229-5133

Contact: Thomas Britz

A full-service resort, Indianhead Mountain Resort offers hotel and condominium accommodations, imaginative food service, meeting facilities, downhill and cross country skiing, spa facilities, courtesy airport pick-up and customized catering for groups of 20–200.

#### INTERLAKEN RESORT

Highway 50 West

Lake Geneva, WI 53147 / (414) 248-

9121 oll Free

Toll Free: 800-225-5558 Contact: Dan Hoppe

Ten percent discounts on regular rates and regular package plans are available to NESRA members. Year-round recreation is offered in the hotel and villa accommodations. Package plans are available for company picnic or outings.

#### KILLINGTON SKI AREA/MOUNT SNOW SKI AREA

Killington Road

Killington, VT 05751 / (800) 422-3333 Contact: John W. Clifford

#### oning in the children

MILFORD PLAZA HOTEL 270 W. 45th Street

New York, NY 10036 / (212) 869-3600 Contact: Jody A. Greenberg

### NAPLES BEACH HOTEL AND GOLF CLUB

851 Gulf Shore Boulevard North

Naples, FL 33940 / (813) 261-2222 Contact: William A. Raynor

A 135-acre resort with 1,000 feet of white sandy beach, Naples Beach Hotel also features a 6,500-yard championship golf course, Har-Tru tennis courts and other activities, steps from the luxurious accommodations.

### RAMADA COURT OF FLAGS HOTEL

5715 Major Boulevard Orlando, FL 32819 / (305) 351-3340 Toll Free: 800-321-0721

Contact: Wilbur Houston

Ramada Court of Flags Hotel offers NESRA members a 20% discount, 824 beautiful rooms, luxurious landscaping, live entertainment in "Worst Bar" all just minutes from golf facilities, Disney World, EPCOT and other attractions.

#### RAMADA RENAISSANCE HOTELS

P.O. Box 590

Phoenix, AZ 85018 / (602) 273-4323 Contact: Robert Aronin

Superior hotels in Alexandria, Atlanta, Atlantic City, Cairo, Denver, Duesseldorf, Hamburg, London, Miami Beach, San Francisco, Toronto, and Washington D.C. providing elegant decor, fine dining, recreation facilities, NESRA members can receive up to a 25% weekend discount.

### THE RAVINES RESORT AND EXECUTIVE MEETING PLACE

2932 Ravines Road

Middleburg, FL 32068 / (904) 282-1111 Toll Free: 800-874-9980

800-342-0671 (Florida)

Contact: Ted Caparell

NESRA members receive a 10% discount on concept expandomonium and efficiencies. The units are as intriguing as the hills and ravines that design the golf course. Beds appear from the walls; electronic dividers separate one large room into three; all done individually with a flip of a switch.

### REGENT INTERNATIONAL HOTELS

122 E. 55th Street New York, NY 10022 / (212) 935-4950 Contact: Susan Petri

#### RESORT INNS OF AMERICA

5606 Gulf Boulevard

St. Petersburg, FL 33706 / (813) 360-2731

Contact: Bill Ward



SANIBEL ISLAND HILTON INN

937 Gulf Drive

Sanibel Island, FL 33957 / (813) 472-

3181

Contact: Ted Caparell Toll Free: 800-282-2240

800-282-2240 (Florida)

A totally self-contained 100-room resort, Sanibel Island Hilton is just a half hour's drive from Ft. Myers International Airport on Sanibel Island, overlooking an 800-foot private beach and the Gulf of Mexico with tennis, pool, and other amenities. NESRA discount available.

### SHERATON TUCSON EL CONQUISTADOR

1000 N. Oracle Road Tucson, AZ 85704 / (602) 742-7000

Contact: Candi Taylor

#### STOUFFER HOTEL CORPORATION

625 N. Michigan Avenue, Suite 1225 Chicago, IL 60611 / (312) 649-1800 Toll Free Reservations: 800-325-5000 Contact: Steven Eichberg

Twenty seven deluxe hotels nationwide and in Hawaii and Europe offer custom-designed programs for any corporation. Stouffer hotels can create innovative incentive and recreation/travel ideas for individual or group packages.

### SURFSIDE RESORTS: SURFSIDE INN/PIRATES COVE/TRAVELODGE

3125 S. Atlantic Avenue Daytona Beach, FL 32018 / (904) 788-1000

Toll Free: 800-342-4902 (Florida) 800-874-6996

Contact: Joanne De Marco

The Surfside is three oceanfront hotels offering accommodations including large efficiencies and suites, fine dining and entertainment, cocktail lounges, convention and meeting facilities, heated pools, kiddy pools, game rooms and gift shops. Centrally located to all major east coast and central Florida attracts, NESRA members also receive up to a 30% discount.

### WALKER'S CAY HOTEL AND MARINA

700 S.W. 34th Street Ft. Lauderdale, FL 33315 / (305) 523-4300

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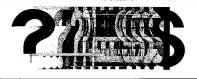
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#### The NESRA

# NETWORK

Associated Industrial Recreation Council/Burbank, California. Meets the third Wednesday of the month. Contact Jim Mowery—(213) 843-2858.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 257-1017.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Ann Costillo—(512) 250-6565.

Central Coast Industrial Recreation Council/Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets the second Wednesday of the month. Contact Randi Lomis—(216) 692-6460

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except July and December. Contact Pat Yandell—(214) 234-7679.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recréation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the last Thursday of the month. Contact Mary Smith—(602) 894-4257.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5088.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

League of Federal Recreation Associations/ Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact-Randy Schools—(301) 496-6061.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Teresa Gibson—(713) 974-6671.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mickey Alderman—(313) 354-9154.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact Ralph Ferrara—(612) 540-7370.

Oakland Industrial Recreation Association/ Oakland, California. Meets the first Tuesday of the month, except January and July. Contact A. Jody Merriam—(415) 273-3494.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Sandy Clark—(716) 328-2550 ext. 5570.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Hector Luna—(512) 690-2311.

San Diego Industrial Recreation Council/San Diego, California. Meets the first Thursday of the month. Contact Jill Tippin—(619) 238-6865.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Darrell Gosho—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

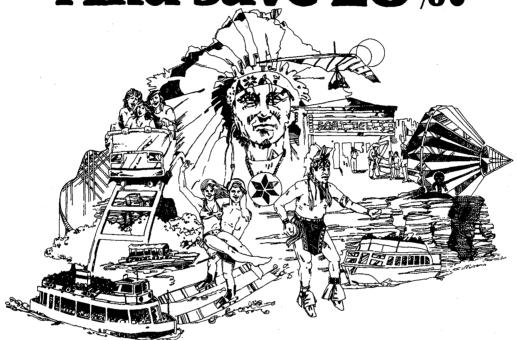
Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

#### **CONFERENCES & EXHIBITS**

"Prospecting For Knowledge," the 1984 NESRA Conference and Exhibit, will be held May 17-20 at the Beaver Run Resort and Conference Center in Breckenridge, Colorado. For more information, contact NESRA headquarters: 312/562-8130.

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